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REPORT OF OPERATING COSTS AND FINANCIAL PERFORMANCE

PREPARED BY
WOLF & COMPANY
ILLINOIS
CERTIFIED PUBLIC ACCOUNTANTS
55 EAST MONROE STREET
CHICAGO, ILLINOIS 60603

for

AMERICAN SUPPLY ASSOCIATION
221 N. La Salle Street
Chicago, Illinois 60601

AMERICAN SUPPLY ASSOCIATION

REPORT OF OPERATING COSTS AND FINANCIAL PERFORMANCE

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AFFILIATES IN PRINCIPAL CITIES

Dear ASA Member:

We have compiled the enclosed report on operating costs and financial performance from the responses to the American Supply Association Annual Survey of Operating Costs. A total of 319 responses were used.

The report is divided into two major sections: operating ratios and financial and productivity ratios. In the second section, the responses for FIFO and LIFO inventory companies are reported separately.

The selection of the operating ratios was changed this year to provide more meaningful comparisons for the membership. Company data was selected based on operating profit performance. In this process, we selected the highest, median and lowest operating profit ratios reported for each area and size group. We then displayed, intact, all of the operating ratios for those companies selected. By proceeding in this manner, you are able to compare your operating data to that of an actual company and not to a conglomerate of various unrelated ratios. These comparisons will permit you to determine how your company compares to the company with the best operating profit ratio, the median operating profit ratio, and the lowest operating profit ratio.

Our selection criteria were used to place emphasis on the attainment (or lack thereof) of operating results. A comparison of your results to these data will enable you to determine how your operations compare to various levels of performance. We have also reported the ratios of nonoperating income and expense and income taxes. While the comparison to these ratios may not be meaningful, the inclusion of these data presents a complete picture of the selected companies operations.

INTERNATIONALLY
CLARK, GARDNER, WOLF AND COMPANY

We have also selected the median ratios for all respondents. This was done so you will be able to determine how your cost ratios compared to the median cost ratios of all reporting companies.

We have added several ratios to the financial and productivity ratios to provide you with a more complete evaluation of the performance of your company. In making these selections, we utilized company data only (branches were eliminated). In the selection process, we selected the highest, median and lowest performance for each of the ratios. Here again, we felt that the comparison of your ratios to the best, median and worst performance would provide a clearer picture of where your company ranks.

In many cases, the limited number of responses in a geographical area and size groups would result in meaningless comparisons. Consequently, we did not present data in these instances. If you do not find data for your size group, we suggest that you compare your results to other size groups and to similar size groups in other regions and the national grouping. Such comparisons can be meaningful since they will disclose areas of marked deviations which can be analyzed for corrective action.

To make the report more useful to you, we have provided a column on each page where you can enter either the operating ratios or the financial and productivity ratios for your company. This feature should make it easier for you to compare your ratios to those presented in the report.

Wolfand Company
Certified Public Accountants

AMERICAN SUPPLY ASSOCIATION
OPERATING COST SURVEY

AREA
NEW ENGLAND

MEMBERS REPORTING 20

	Less Than $1,000,000 Sales				$1,000,000 to $2,500,000			
	* Your Company %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %
							11		
NET SALES						100 00	100.00	100.00	100.00
COST OF GOODS SOLD						63.01	73.01	77.92	73.79
GROSS PROFIT						36.99	26.99	22.08	26.21
SELLING EXPENSE:									
Outside Salesmen's Salaries and Commissions						.81		2.86	2.07
Salaries and Commissions of Counter Salesmen and Order Takers						3.60	3.47	1.14	1.77
Travel, Entertainment and Auto Expense						.20	.29	.94	.96
Sales Executive Salaries							1.73		1.54
Advertising and Sales Promotion						.81	.54	.03	.25
All Other Selling Expenses						.15	.19	.48	.41
Total Selling Expense						5.58	6.23	5.46	5.46
DELIVERY EXPENSE:									
Driver's Wages						1.23	.80	.61	1.09
Truck Expense (including truck hire, depreciation, insurance, repair, gas, oil, licenses and taxes)						2.28	1.14	.48	.99
All Other Delivery Expenses									.08
Total Delivery Expense						3.51	1.94	1.09	1.94
PURCHASING EXPENSE:									
Salaries (buyers, inventory control clerks, typists, etc.)						1.30	.85		.85
Traveling Expense - Purchasing Agent							.06		
All Other Purchasing Expenses						.15			
Total Purchasing Expense						1.46	.91		.88
LAND AND BUILDING OCCUPANCY EXPENSE:									
Salaries and Wages									
Building Rent (or building depreciation, fuel, power, light, building maintenance)						2.91	2.86	.89	1.79
Insurance (including building inventory, equipment)						.77		.31	.40
Real Estate Taxes						.73		.37	.41
All Other Land and Building Occupancy Expenses						.10	.14		.14
Total Land and Building Occupancy Expense						4.51	3.00	1.57	2.60
WAREHOUSE OPERATING EXPENSE:									
Salaries and Wages						1.76	1.48	1.08	1.21
Equipment Depreciation, Maintenance and Repair						.44	.08		.37
All Other Warehouse Expenses							.32	.29	.32
Total Warehouse Operating Expense						2.20	1.87	1.36	1.65
EDP EXPENSE:									
Salaries and Wages								.41	
Service Bureau Costs; Rental of Equipment; Depreciation of Equipment						1.43		.79	.79
Materials and Supplies									.20
All Other EDP Expenses									
Total EDP Expense						1.43		1.20	1.20
GENERAL AND ADMINISTRATION EXPENSE:									
Executive Salaries						3.45	1.84	5.19	2.92
Office Salaries						2.63	3.36	.83	1.92
Executive Traveling Expense							.41	.17	.40
Taxes (local, city license and personal property)							.87	.66	.82
Pension and Profit Sharing						1.06		3.04	.92
Employee Welfare (group insurance, hospitalization)						.15	.65	.82	.46
Bad Debt Expense							2.00	.02	.16
Other Insurance (inventory, fidelity indemnity)						.45	.09	.30	.33
All Other General and Administration Expenses						4.00	2.05	1.39	2.05
Total General and Administration Expense						11.74	11.28	12.42	11.28
TOTAL OPERATING EXPENSE						30.43	25.73	23.10	23.10
NET OPERATING PROFIT						6.56	1.76	1.02-	1.76
NON-OPERATING INCOME						.21	1.73	1.84	1.29
NON-OPERATING EXPENSE						2.75-	1.14-	.45-	2.09-
NET PROFIT BEFORE INCOME TAXES						4.02	2.35	.37	2.35
INCOME TAXES						1.27	.98	.17	.26
NET PROFIT						2.75	1.37	.20	1.37

*Note: It is improbable that any of the individual ratios will total the sum of the category. Similarly, the sum of income and expense ratios will not equal the net profit ratio.

$2,500,000 to $4,000,000				$4,000,000 to $6,000,000				Over $6,000,000			
Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %
	4								4		
100.00	100.00	100.00	100.00					100.00	100.00	100.00	100.00
69.07	71.27	73.50	73.50					74.22	78.50	76.00	76.00
30.93	28.73	26.50	28.73					25.79	21.50	24.00	24.16
2.00		2.17	2.17					2.35		2.28	2.28
1.73	1.21	1.74	1.73					1.58		1.31	
.35	.63	.57	.63					.35	.11	1.06	.35
1.27		.48								1.90	1.90
.33	1.09	.31	.33					.37	.21	.38	.37
.11	.79	.74	.74					.06		.40	.40
5.80	3.72	6.01	6.01					4.71	.32	7.33	4.71
.80	1.16	.77	.80					1.15		.44	.98
.58	.67	.91	.67					.77	.80	.74	.80
.14	.45	.01	.14						.44		
1.52	2.28	1.69	1.69					1.92	1.24	1.18	1.92
1.30		1.15	1.15					.88		1.46	
.03			.03								.31
1.33		1.15	1.15					.88	-	1.46	.88
.08								.18		.32	
1.12	1.88	2.37	1.88					1.58	1.12	1.42	1.42
.27	.30	.24	.30							.20	
.39								.38		.68	.38
.14			.14					.05			.05
2.01	2.18	2.60	2.18					2.19	1.12	2.61	2.19
1.40	1.27	1.18	1.27					1.29		2.14	2.14
.07	.22	.01	.22					.11	.08	.07	.08
	.12								.10		
1.46	1.61	1.19	1.52					1.41	.17	2.21	2.21
.20		.29								.32	.32
.06		1.11	.12							.12	.12
.08	.78	.32	.32								
.33	.78	1.72	.78					-	-	.45	.45
3.24	4.30	2.04	3.24					1.05	2.43	.86	2.43
1.49	3.87	1.08	3.01					2.30	5.24	1.19	2.30
.18								.15			
1.37	.88	1.03	1.03					.75	.41	.93	.75
1.42		.19						.16	.84	.60	.84
.12	.49	.93	.49					.29		.23	.29
1.23	.53		.99					.37	.21	.19	.37
.10		.27						.67	1.46	.22	.67
	2.18	3.88	2.18					1.47	1.73	1.54	1.54
9.19	12.26	9.43	9.43					7.22	12.31	5.77	10.49
21.64	22.83	23.79	22.83					18.32	15.16	21.01	18.97
9.28	5.90	2.71	5.90					7.46	6.34	2.99	6.34
1.82	.65	1.49	1.82					1.68	1.25	.98	1.67
1.65-	.97-	1.23-	1.23-					1.84-	1.15-	.83-	1.15-
9.45	5.59	2.96	5.59					7.30	6.43	3.14	6.43
4.28	2.34	1.10	2.34					3.68	3.33	1.21	3.13
5.18	3.25	1.86	3.25					3.61	3.10	1.93	3.10

AMERICAN SUPPLY ASSOCIATION
OPERATING COST SURVEY

AREA
MIDDLE ATLANTIC

MEMBERS REPORTING 35

	Your Company %	Less Than $1,000,000 Sales: Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	$1,000,000 to $2,500,000: Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %
							10		
NET SALES		100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
COST OF GOODS SOLD		79.95	74.10	66.16	75.54	68.96	64.07	79.96	70.69
GROSS PROFIT		20.05	25.90	33.84	24.46	31.04	35.93	20.04	30.12
SELLING EXPENSE:									
Outside Salesmen's Salaries and Commissions		1.80	2.54	2.91	2.57	2.23	.04		2.18
Salaries and Commissions of Counter Salesmen and Order Takers		.45	.50	1.67	1.27	2.20	2.84		3.39
Travel, Entertainment and Auto Expense		.37	1.04	.79	.79	.87			.76
Sales Executive Salaries		.09							
Advertising and Sales Promotion		.05	.50	.19	.12	.17	.09	.24	.22
All Other Selling Expenses		.39	1.93		.55	.91	.32		.39
Total Selling Expense		3.15	6.51	5.56	5.56	6.47	3.29	.24	6.76
DELIVERY EXPENSE:									
Driver's Wages		.77		1.82	1.65	.50	1.00		1.00
Truck Expense (including truck hire, depreciation, insurance, repair, gas, oil, licenses and taxes)		.65		1.37	1.37	.46	.82		.82
All Other Delivery Expenses		.29		.16	.26			1.13	1.01
Total Delivery Expense		1.71	-	3.35	3.35	.96	1.81	1.13	1.48
PURCHASING EXPENSE:									
Salaries (buyers, inventory control clerks, typists, etc.)		.34			.34	.98	.19		1.81
Traveling Expense - Purchasing Agent		.03			.03				
All Other Purchasing Expenses									
Total Purchasing Expense		.36	-	-	.36	.98	.19	-	2.02
LAND AND BUILDING OCCUPANCY EXPENSE:									
Salaries and Wages							.14		
Building Rent (or building depreciation, fuel, power, light, building maintenance)		.64		2.88	2.63	.72	2.17	1.42	1.63
Insurance (including building inventory, equipment)		.37		1.02	1.02	.19	.64		.48
Real Estate Taxes		.16				.23	.57		.38
All Other Land and Building Occupancy Expenses				1.20	.40		1.53		.33
Total Land and Building Occupancy Expense		1.17	-	5.10	3.21	1.13	5.05	1.42	2.85
WAREHOUSE OPERATING EXPENSE:									
Salaries and Wages		1.47	2.92	.91	1.69	1.47	1.17		2.50
Equipment Depreciation, Maintenance and Repair		.03	.24				.06		.06
All Other Warehouse Expenses		.51	1.95		.51	.05			.38
Total Warehouse Operating Expense		2.00	5.11	.91	2.00	1.51	1.22	-	3.37
EDP EXPENSE:									
Salaries and Wages		.08			.08	.52			.52
Service Bureau Costs; Rental of Equipment; Depreciation of Equipment		.17			.17	.07			.33
Materials and Supplies									1.05
All Other EDP Expenses		.02			.02				
Total EDP Expense		.27	-	-	.27	.59	-	-	.59
GENERAL AND ADMINISTRATION EXPENSE:									
Executive Salaries		.18	6.10	14.97	2.89	5.55	13.66	3.16	3.16
Office Salaries		3.13	2.44		3.13	2.67	2.42	8.95	2.57
Executive Traveling Expense		.04	.17	.29	.17	.19	.51		.24
Taxes (local, city license and personal property)		.21	.59		.59	.96	.59	1.02	.60
Pension and Profit Sharing		.10			.10	2.08	.40	.46	1.57
Employee Welfare (group insurance, hospitalization)		.20	.44	1.68	.48	.52	.51	.79	.53
Bad Debt Expense		.45	1.21	.36	.36		.03		.14
Other Insurance (inventory, fidelity indemnity)		.14	.28	.83	.63	.07	.52	1.36	.54
All Other General and Administration Expenses		1.35	2.39	3.43	2.39	2.04	2.72	1.18	2.13
Total General and Administration Expense		5.82	13.62	21.56	10.46	14.08	21.40	16.94	14.08
TOTAL OPERATING EXPENSE		14.49	25.24	36.48	24.36	25.72	32.97	19.73	26.86
NET OPERATING PROFIT		5.56	.65	2.64-	.65	5.32	2.96	.31	2.96
NON-OPERATING INCOME		.22	.17	1.36	.22	2.48	2.86	.21	1.35
NON-OPERATING EXPENSE		1.46-	-	.71-	1.15-	1.51-	-	-	1.15-
NET PROFIT BEFORE INCOME TAXES		4.32	.83	1.99-	.83	6.29	5.82	.53	2.36
INCOME TAXES		2.28	-	.27-	.61	3.06	1.63	-	.81
NET PROFIT		2.04	.83	1.72-	.83	3.23	4.20	.53	2.10

*Note: It is improbable that any of the individual ratios will total the sum of the category. Similarly, the sum of income and expense ratios will not equal the net profit ratio.

$2,500,000 to $4,000,000				$4,000,000 to $5,000,000				Over $6,000,000			
Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %
	5				9				6		
100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
73.88	71.39	81.29	73.53	68.95	83.51	81.41	75.43	77.54	74.36	78.93	77.78
26.12	28.61	18.71	26.47	31.05	16.49	18.59	24.57	22.46	25.64	21.07	22.46
	2.74	2.95	2.74	3.14		3.34	3.14	2.05	.61	2.25	2.05
	1.89			3.40	.03		1.25		.36	2.02	1.36
	.83	.92	.92	.32	.80	.25	.74	.59	.27	1.88	.95
	1.19			.91			1.46	.12	3.21	.44	.51
.60	.17	.32	.31	.15	.22	.08	.23	.32	.39	.05	.19
	.10	1.06	.57	.15			.15	2.35	.37	.19	.37
.60	6.92	5.25	5.25	8.06	1.06	3.67	6.59	5.41	5.22	6.84	6.12
	.81		.81	1.76		.63	.63	.48	.91	.55	.91
.70	1.06		.70	.88			.88	.68	1.00	.94	.85
	.13			.20		1.13	.20	.14	.15	.09	.14
.70	2.00		1.69	2.83	-	1.76	1.76	1.30	2.06	1.57	2.06
	1.54			1.35		.79	1.35	.16		.50	.52
										.01	.01
										.02	.03
-	1.54	-	-	1.35	-	.79	1.17	.16	-	.53	.60
			.03				.63			.28	.13
1.91	1.04		1.91	2.68	.85	1.08	1.26	1.55	.87	1.31	1.00
	.87			.21		.34	.19		.26	.12	.24
	.35					.38	.38	.18	.27		.27
				.18				.01			.12
1.91	2.26	-	2.26	3.07	.85	1.79	2.41	1.74	1.40	1.71	1.67
	3.06	3.73	3.73	.69		1.50	1.40	1.29	2.66	1.71	2.51
	.12	.47	.47	.21		.13	.17	.16		.20	.16
.20	.20	1.66	.23	.17			.43	.38	.21	.29	.29
.20	3.38	5.87	3.78	1.07	-	1.63	1.63	1.83	2.88	2.19	2.87
							.23	.35		.91	.35
				.03				.21	.12	.71	.19
						.14		.05		.12	.05
1.17			1.17					.04			.04
1.17	-	-	1.17	.03	-	.14	.14	.64	.12	1.74	.36
	2.20	.89	2.29	2.97	1.88	1.96	2.58	1.16	1.26	1.93	1.74
8.23	1.93	2.78	2.78	2.19	6.07	1.75	1.74	1.35	3.62	1.04	1.04
	.27	.16	.27	.13		.09	.09	.16		.04	.04
1.07	.97	.33	1.07		.91		1.01	.06	.03	.78	.75
.98	1.10	.43	1.10	1.24	.06		.88	.15	1.40	.32	.53
	.40	.56	.52	.28	.78	.30	.30	.30	.33	.58	.58
.29	.18	.27	.27	.39	.11	.53	.38	.14	.30	.08	.14
.44		.06	.44	.37			.33	.35	.15		.34
2.04	1.59	2.05	2.04	1.84	1.05	3.37	1.99	1.83	1.63	1.06	1.63
13.05	8.64	7.52	9.85	9.41	10.86	8.00	8.56	5.50	8.71	5.83	5.83
17.63	24.73	18.63	20.18	25.81	12.77	17.77	21.89	16.59	20.38	20.41	20.38
8.48	3.88	.07	3.88	5.24	3.73	.82	3.73	5.87	5.25	.65	5.25
.52	1.25	.07	.76	1.42	.24	-	1.26	1.54	1.62	.62	1.62
-	1.53-	-	1.53-	3.51-	.36-	-	1.34-	3.30-	1.11-	.89-	1.37-
9.00	3.60	.15	3.60	3.15	3.61	.82	3.21	4.11	5.77	.39	3.41
4.25	1.67	-	3.23	1.32	1.37	.38	1.32	1.92	2.89	.06	.46
4.75	1.93	.15	1.93	1.83	2.24	.43	1.83	2.19	2.88	.33	1.50

AMERICAN SUPPLY ASSOCIATION
OPERATING COST SURVEY

AREA
SOUTH ATLANTIC

MEMBERS REPORTING 10

	Your Company %	Less Than $1,000,000 Sales: Highest Operating Profit %	Median* Operating Profit %	Lowest Operating Profit %	Median* Ratio to Net Sales This Group %	$1,000,000 to $2,500,000: Highest Operating Profit %	Median* Operating Profit %	Lowest Operating Profit %	Median* Ratio to Net Sales This Group %
						9			
NET SALES						100.00	100.00	100.00	100.00
COST OF GOODS SOLD						71.27	80.38	76.27	78.15
GROSS PROFIT						28.73	19.62	23.73	21.85
SELLING EXPENSE:									
Outside Salesmen's Salaries and Commissions						3.72	2.79		2.79
Salaries and Commissions of Counter Salesmen and Order Takers								1.09	.51
Travel, Entertainment and Auto Expense						.95	.66	.25	.59
Sales Executive Salaries									
Advertising and Sales Promotion						.37	.14	.01	.20
All Other Selling Expenses						1.17	.76		1.13
Total Selling Expense						6.21	4.36	1.16	4.36
DELIVERY EXPENSE:									
Driver's Wages									1.22
Truck Expense (including truck hire, depreciation, insurance, repair, gas, oil, licenses and taxes)								.93	
All Other Delivery Expenses									.02
Total Delivery Expense						-	-	.93	-
PURCHASING EXPENSE:									
Salaries (buyers, inventory control clerks, typists, etc.)									1.28
Traveling Expense - Purchasing Agent									
All Other Purchasing Expenses									
Total Purchasing Expense						-	-	-	1.28
LAND AND BUILDING OCCUPANCY EXPENSE:									
Salaries and Wages									
Building Rent (or building depreciation, fuel, power, light, building maintenance)								1.28	
Insurance (including building inventory, equipment)									
Real Estate Taxes									
All Other Land and Building Occupancy Expenses									
Total Land and Building Occupancy Expense						-	-	1.28	-
WAREHOUSE OPERATING EXPENSE:									
Salaries and Wages						2.30	2.61	5.61	2.30
Equipment Depreciation, Maintenance and Repair						.50	.34	.40	.34
All Other Warehouse Expenses						1.82	1.97		1.82
Total Warehouse Operating Expense						4.62	4.93	6.01	4.62
EDP EXPENSE:									
Salaries and Wages									.56
Service Bureau Costs; Rental of Equipment; Depreciation of Equipment									.24
Materials and Supplies									.01
All Other EDP Expenses									.11
Total EDP Expense						-	-	-	.92
GENERAL AND ADMINISTRATION EXPENSE:									
Executive Salaries						.89	1.54		1.54
Office Salaries						.54	1.76	4.51	1.48
Executive Traveling Expense						.05	.15	.31	.24
Taxes (local, city license and personal property)						.26	.14	.46	.26
Pension and Profit Sharing						.07	.42		.49
Employee Welfare (group insurance, hospitalization)						.11	.61	.28	.31
Bad Debt Expense							.80-	.59	.10
Other Insurance (inventory, fidelity indemnity)						.05	.06	.57	.06
All Other General and Administration Expenses						5.48	2.76	7.09	2.38
Total General and Administration Expense						7.45	6.65	13.82	7.54
TOTAL OPERATING EXPENSE						18.28	15.93	23.40	18.28
NET OPERATING PROFIT						10.45	3.69	.33	3.69
NON-OPERATING INCOME						-	.07	.23	.11
NON-OPERATING EXPENSE								.28-	.28-
NET PROFIT BEFORE INCOME TAXES						10.45	3.76	.29	3.56
INCOME TAXES									.79
NET PROFIT						10.45	3.76	.29	3.18

*Note: It is improbable that any of the individual ratios will total the sum of the category. Similarly, the sum of income and expense ratios will not equal the net profit ratio.

$2,500,000 to $4,000,000				$4,000,000 to $6,000,000				Over $6,000,000			
Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %
	7				6				8		
100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
76.59	76.37	78.30	81.03	78.65	77.22	90.19	78.57	80.02	80.64	81.36	80.40
23.41	23.63	21.70	18.97	21.35	22.78	9.81	22.22	19.98	19.36	18.64	19.98
1.63	.72	1.71	1.83	1.83	2.64		1.90	1.15	1.27	2.58	2.47
.86	1.64	1.45	1.45				1.22		3.27	1.07	1.07
.14	2.42	.77	.74	.34	.50		.50	.48	.77	.51	.51
1.52			1.52							.45	.58
.24	.29	.09	.17	.17	.17	.33	.17	.42	.11	.15	.14
.31			.85	.84	.02		.31		.74	1.11	1.11
4.71	5.07	4.03	4.03	3.19	3.34	.33	3.34	2.05	6.16	5.86	5.64
.62	.93	.80	.80						.59	.67	.97
1.31	1.42	.90	1.31		.76	.54	.54		.36	.76	.76
	.05				.02		.02		.23	.12	.12
1.93	2.40	1.70	1.93	-	.78	.54	.78	.79	1.18	1.55	1.34
.33	.70						.56		.14	.67	.45
	.08		.08						.01		.01
	.04		.04						.01		.06
.33	.83	-	-	-	-	-	.56	-	.17	.67	.52
.09			.09						.08		.08
1.01	1.08	1.16	1.08		.62	1.30	1.30	1.20	.17	.17	.98
.19	.17	.17	.17		.42		.24	.38	.24	.51	.24
	.05	.19					.16		.01		.14
.10	.03	.09	.09				.24		.16	.20	.16
1.39	1.33	1.61	1.39	-	1.05	1.30	1.30	1.58	.65	.88	1.13
1.63	2.62		2.00	1.87	2.76		1.87		1.34	1.68	1.68
.27	.20	.02	.20	.33			.38		.15	.02	.15
.43	.05	.01	.43	1.35		.18	.96		.24	1.08	.24
2.33	2.87	.03	3.37	3.55	2.76	.18	2.28	.10	1.72	2.78	2.15
	.36		.36						.11		.29
	.28		.28				.26		.12	.22	.22
	.04		.04						.03		.14
						.10	.10		.02		.02
-	.68	-	.68	-	-	.10	-	-	.29	.22	.48
3.11	2.33	4.96	2.33	1.10	2.63	.81	2.63		.30	1.25	.53
.80	1.40	1.36	1.40	1.91	2.51	4.27	2.51	6.42	1.02	1.25	1.96
.14	.13		.13	.19			.19		.07	.10	.08
.87	.05	.60	.19	.21	.34	.59	.59	.82	.22	.25	.54
.38	.75	1.26	.38	.32	1.35		1.35	.44	.83	.94	.71
.42	1.22	.70	.43	.49	.34		.49	.21	.34	.47	.34
.20	.55	1.06	.13	.01-	.05	1.41	.60	.15	.17		.34
.08	.10		.06	.05		.66	.57		.06		.07
.98	.45	2.32	1.38	1.04	3.00	1.01	1.77	1.33	1.66	1.76	1.76
6.99	6.98	12.26	6.98	5.30	10.22	8.75	10.60	9.37	4.69	6.03	6.57
17.67	20.16	19.63	15.92	12.04	18.16	11.21	20.35	13.89	14.86	17.99	17.21
5.74	3.47	2.07	3.47	9.31	4.82	1.40-	4.82	6.09	4.50	.65	4.50
.87	.56	2.42	.56	.10	.38	3.81	1.58	.76	1.36	2.07	1.70
.63-	1.29-	1.09-	1.09-	-	-	.62-	.45-	.60-	3.00-	3.49-	1.89-
5.98	2.74	3.39	3.39	9.41	5.00	1.80	5.51	6.25	2.86	.77-	2.86
2.22	.98	1.32	1.32	-	2.12	-	2.12	3.04	1.22	.12	1.61
3.76	1.76	2.07	3.19	9.41	2.87	1.80	4.24	3.21	1.64	.89-	1.64

AMERICAN SUPPLY ASSOCIATION
OPERATING COST SURVEY

AREA
EAST NORTH CENTRAL

MEMBERS REPORTING 89

	Less Than $1,000,000 Sales				$1,000,000 to $2,500,000			
	Your Company %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %
							24		
NET SALES						100.00	100.00	100.00	100.00
COST OF GOODS SOLD						79.48	66.81	80.75	76.19
GROSS PROFIT						20.52	33.19	19.25	23.84
SELLING EXPENSE:									
Outside Salesmen's Salaries and Commissions						1.92		2.28	2.64
Salaries and Commissions of Counter Salesmen and Order Takers							4.15	1.74	1.58
Travel, Entertainment and Auto Expense						.46	.67	1.01	.78
Sales Executive Salaries									1.06
Advertising and Sales Promotion						.26	.12	.09	.20
All Other Selling Expenses						1.04	.19	.89	.60
Total Selling Expense						3.69	5.13	6.01	5.13
DELIVERY EXPENSE:									
Driver's Wages								.87	1.03
Truck Expense (including truck hire, depreciation, insurance, repair, gas, oil, licenses and taxes)								.87	.67
All Other Delivery Expenses								.48	.24
Total Delivery Expense						-	.73	2.22	1.80
PURCHASING EXPENSE:									
Salaries (buyers, inventory control clerks, typists, etc.)									1.38
Traveling Expense - Purchasing Agent									.09
All Other Purchasing Expenses									.13
Total Purchasing Expense						-	-	-	1.46
LAND AND BUILDING OCCUPANCY EXPENSE:									
Salaries and Wages									
Building Rent (or building depreciation, fuel, power, light, building maintenance)							3.64	1.53	1.08
Insurance (including building inventory, equipment)								.26	.31
Real Estate Taxes									.14
All Other Land and Building Occupancy Expenses									.02
Total Land and Building Occupancy Expense							3.64	1.79	1.50
WAREHOUSE OPERATING EXPENSE:									
Salaries and Wages						2.26	5.12	2.02	2.02
Equipment Depreciation, Maintenance and Repair						.65	1.19	.18	.27
All Other Warehouse Expenses						2.07	.31	.80	.31
Total Warehouse Operating Expense						4.98	6.62	3.01	2.25
EDP EXPENSE:									
Salaries and Wages									.63
Service Bureau Costs; Rental of Equipment; Depreciation of Equipment							.76	3.82	.80
Materials and Supplies							.64		.22
All Other EDP Expenses									.08
Total EDP Expense						-	1.40	3.82	1.03
GENERAL AND ADMINISTRATION EXPENSE:									
Executive Salaries						1.64	3.85	1.20	2.37
Office Salaries						.93	2.81	.61	1.80
Executive Traveling Expense						.12		.11	.14
Taxes (local, city license and personal property)						.01	1.83	.85	1.02
Pension and Profit Sharing						.31	.93	.54	.58
Employee Welfare (group insurance, hospitalization)							.17	.80	.72
Bad Debt Expense						.01	.14	.19	.19
Other Insurance (inventory, fidelity indemnity)						.06	1.14		.38
All Other General and Administration Expenses						1.59	1.94	3.45	2.44
Total General and Administration Expense						5.13	12.82	7.75	8.91
TOTAL OPERATING EXPENSE						13.80	30.34	24.61	21.70
NET OPERATING PROFIT						6.73	2.85	5.35-	2.85
NON-OPERATING INCOME						.33	1.02	1.95	1.60
NON-OPERATING EXPENSE						-	2.80-	1.91-	1.61-
NET PROFIT BEFORE INCOME TAXES						7.05	1.08	5.31-	2.88
INCOME TAXES						-	.26	-	.60
NET PROFIT						7.05	.82	5.31-	2.13

*Note: It is improbable that any of the individual ratios will total the sum of the category. Similarly, the sum of income and expense ratios will not equal the net profit ratio.

$2,500,000 to $4,000,000				$4,000,000 to $6,000,000				Over $6,000,000			
Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Ratio This Group %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %
	21				8				36		
100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
74.20	70.08	78.64	76.03	58.88	73.30	81.70	77.71	70.82	74.86	79.60	78.70
25.80	29.92	21.36	23.97	41.12	26.70	18.30	25.55	29.18	25.14	20.40	21.30
1.43	1.97	2.20	2.79	4.31	2.77	2.91	2.92	4.19	1.87	1.63	2.62
4.42		.88	1.28	2.37	1.53	1.62	1.53	1.33	2.00	1.31	1.53
.30	.64	.62	.58	.96	1.50	.02	.87	.11	.45	.46	.44
.85			.85	3.06	.75		1.17	.72			.44
.57	.17	.04	.20	.17	.15	.12	.17	.11	.18	.03	.22
	.72	.68	.46	.31	.04	.31	.37	.23		.57	.28
7.57	3.51	4.42	5.27	11.19	6.74	4.99	6.78	6.68	4.49	4.00	5.33
.86	2.03	.67	.90	1.51	2.32	1.12	1.02	.58	.67	1.80	.82
.56	1.38	.46	.71	1.09		.97	.97	.33	.48	.99	.67
	.14	.32	.21	.53	.46	.31	.20	.17	.06	.80	.15
1.42	3.55	1.45	1.62	3.13	2.78	2.41	2.41	1.09	1.22	3.59	1.67
1.31		.55	.82		.63	.43	.53	.61		.17	.54
			.06								.01
			.13				.22	.02			.02
1.31	-	.55	.86	-	.63	.43	.53	.63	-	.18	.63
			.07					.06			.07
1.68		1.71	.79	.58	.99	1.32	1.32	.23	.73	1.22	.79
.22		.22	.29	.88	.86	.06	.15		.52	.07	.18
			.13	.27	.34	.13	.28	.08	.05		.13
			.05	.14			.11	.02			.06
1.90	-	1.93	1.11	1.86	2.19	1.51	2.19	.40	1.30	1.28	1.24
.94	2.65	1.55	2.41	2.50	3.01	1.96	2.12	1.07	2.92	2.90	2.01
.19	.05	.40	.19			.23	.26	.08	.03	.15	.14
		.69	.34		1.01	.25	.33	.06	.12	1.08	.22
1.14	2.69	2.65	2.65	2.50	4.02	2.44	2.50	1.21	3.07	4.14	2.36
.22			.22			.28	.58				.30
.32		3.26	1.05			.27	.61	.09		2.99	.35
						.04		.20			.05
			.12				.05				.07
.54	-	3.26	1.06	-	-	.59	.81	.29	-	2.99	.69
1.07	5.06	1.27	2.01	5.04	.50	1.41	1.93	.70	2.57	.39	1.26
.91	3.99	1.68	1.68	2.39	1.04	1.30	2.39	1.87	3.22	1.25	1.15
	.14	.18	.09			.28	.16	.05		.03	.11
1.03	.07	.69	.64	1.13	.94	.92	1.00	.22	1.14	.73	.59
	.77	.60	.77	4.23	.61	.97	.64	.97	1.65	.39	.82
.39	1.51	.87	.63	.53	.78	.22	.58	.47	1.02	1.22	.39
.56	.03	.06	.16	.39		.20	.19	.21	.31	.03	.24
	.74		.26	.06		.16	.12	.45			.11
2.11	4.37	2.24	2.07	2.11	3.72	.88	1.55	.93	1.85	2.35	1.17
6.08	16.67	7.59	7.82	15.87	7.60	6.34	7.60	5.87	11.76	6.37	6.33
19.97	26.42	21.85	20.23	34.55	23.96	18.71	23.43	16.16	21.84	22.54	18.34
5.83	3.50	.48-	3.50	6.57	2.74	.41-	2.74	13.02	3.31	2.14-	3.31
1.82	2.16	1.55	1.55	.81	1.87	1.66	1.66	1.71	1.99	1.60	1.56
1.72-	1.68-	1.44-	1.44-	-	1.38-	2.68-	1.28-	1.11-	1.38-	1.60-	1.69-
5.93	3.98	.37-	3.07	7.37	3.22	1.42-	3.22	13.62	3.92	2.14-	3.13
2.91	1.43	-	1.27	3.35	1.90	.08	1.45	6.71	1.77	-	1.61
3.02	2.54	.37-	1.94	4.03	1.32	1.50-	1.32	6.91	2.15	2.14-	1.79

AMERICAN SUPPLY ASSOCIATION
OPERATING COST SURVEY

AREA: EAST SOUTH CENTRAL

MEMBERS REPORTING 16

	Hour Company %	Less Than $1,000,000 Sales: Highest Operating Profit %	Median* Operating Profit %	Lowest Operating Profit %	Median* Ratio to Net Sales This Group %	$1,000,000 to $2,500,000: Highest Operating Profit %	Median* Operating Profit %	Lowest Operating Profit %	Median* Ratio to Net Sales This Group %
						5			
NET SALES						100.00	100.00	100.00	100.00
COST OF GOODS SOLD						73.08	75.83	85.54	76.80
GROSS PROFIT						26.92	24.17	14.46	23.20
SELLING EXPENSE:									
Outside Salesmen's Salaries and Commissions							.83	2.59	3.07
Salaries and Commissions of Counter Salesmen and Order Takers							1.83	.01	.70
Travel, Entertainment and Auto Expense								.86	
Sales Executive Salaries									.05
Advertising and Sales Promotion						.80	.22	.21	.22
All Other Selling Expenses								1.10	
Total Selling Expense						.80	2.89	4.77	4.09
DELIVERY EXPENSE:									
Driver's Wages							.83		
Truck Expense (including truck hire, depreciation, insurance, repair, gas, oil, licenses and taxes)						.19	.67		.67
All Other Delivery Expenses							.56		
Total Delivery Expense						.19	2.06	-	2.06
PURCHASING EXPENSE:									
Salaries (buyers, inventory control clerks, typists, etc.)							1.00		
Traveling Expense - Purchasing Agent									
All Other Purchasing Expenses									.04
Total Purchasing Expense						-	1.00	-	-
LAND AND BUILDING OCCUPANCY EXPENSE:									
Salaries and Wages									
Building Rent (or building depreciation, fuel, power, light, building maintenance)							1.56		
Insurance (including building inventory, equipment)						1.48	.39		.64
Real Estate Taxes							.28		
All Other Land and Building Occupancy Expenses									
Total Land and Building Occupancy Expense						1.48	2.22	-	2.11
WAREHOUSE OPERATING EXPENSE:									
Salaries and Wages							1.11	2.09	2.09
Equipment Depreciation, Maintenance and Repair						.09	.28	.72	.28
All Other Warehouse Expenses						.33		2.57	1.57
Total Warehouse Operating Expense						.42	1.39	5.38	1.39
EDP EXPENSE:									
Salaries and Wages									
Service Bureau Costs; Rental of Equipment; Depreciation of Equipment									
Materials and Supplies									
All Other EDP Expenses									
Total EDP Expense									
GENERAL AND ADMINISTRATION EXPENSE:									
Executive Salaries						3.19	6.94	1.27	2.05
Office Salaries						11.57	1.11	1.55	1.55
Executive Traveling Expense						.28		.22	.22
Taxes (local, city license and personal property)						1.34		.02	.91
Pension and Profit Sharing								.44	.49
Employee Welfare (group insurance, hospitalization)							.17	.50	.50
Bad Debt Expense						.27	.17	.07	.17
Other Insurance (inventory, fidelity indemnity)							.28	.06	.06
All Other General and Administration Expenses							.28	1.72	1.72
Total General and Administration Expense						16.65	8.94	5.85	6.61
TOTAL OPERATING EXPENSE						19.54	18.50	16.00	17.11
NET OPERATING PROFIT						7.38	5.67	1.54-	5.67
NON-OPERATING INCOME						1.50	.56	.06	.56
NON-OPERATING EXPENSE						2.65-	-	-	-
NET PROFIT BEFORE INCOME TAXES						6.23	6.22	1.48-	6.22
INCOME TAXES						.78	2.67	-	.78
NET PROFIT						5.45	3.56	1.48-	3.56

*Note: It is improbable that any of the individual ratios will total the sum of the category. Similarly, the sum of income and expense ratios will not equal the net profit ratio.

$2,500,000 to $4,000,000				$4,000,000 to $6,000,000				Over $6,000,000			
Highest Operating Profit	Median * Operating Profit	Lowest Operating Profit	Median * Ratio to Net Sales This Group	Highest Operating Profit	Median * Operating Profit	Lowest Operating Profit	Median * Ratio to Net Sales This Group	Highest Operating Profit	Median * Operating Profit	Lowest Operating Profit	Median * Ratio to Net Sales This Group
%	%	%	%	%	%	%	%	%	%	%	%
	7										
100.00	100.00	100.00	100.00								
76.66	79.61	86.53	81.15								
23.34	20.39	13.47	18.85								
	3.42	1.66	2.46								
	.01	.04	.02								
.65	.72	.59	.70								
.15	.17	.13	.15								
	1.38	1.25	1.25								
.80	5.70	3.68	4.28								
			1.05								
			.45								
-	-	-	1.50								
			.51								
-	-	-	.51								
			.11								
2.22											
.89											
			.12								
3.11	-	-	-								
	2.20	2.76	2.22								
	.19	.13	.22								
	2.67	3.01	2.38								
-	5.07	5.90	4.77								
	1.12	1.08	1.08								
11.34	1.70	1.54	1.70								
	.53	.55	.53								
.68	.16	.12	.16								
.39	.43	.42	.42								
.19	.48	.46	.43								
1.11	.30	.15	.30								
	.06	.06	.06								
1.10	2.20	2.43	1.86								
14.81	6.98	6.80	6.81								
18.73	17.74	16.38	17.39								
4.62	2.65	2.91-	2.65								
.52	.03	.04	.04								
1.83-	-	-	-								
3.32	2.68	2.87-	2.35								
1.14	-	-	-								
2.18	2.68	2.87-	1.72								

AMERICAN SUPPLY ASSOCIATION
OPERATING COST SURVEY

AREA
WEST NORTH CENTRAL

MEMBERS REPORTING 62

	Your Company %	Less Than $1,000,000 Sales: Highest Operating Profit %	Less Than $1,000,000 Sales: Median * Operating Profit %	Less Than $1,000,000 Sales: Lowest Operating Profit %	Less Than $1,000,000 Sales: Median * Ratio to Net Sales This Group %	$1,000,000 to $2,500,000: Highest Operating Profit %	$1,000,000 to $2,500,000: Median * Operating Profit %	$1,000,000 to $2,500,000: Lowest Operating Profit %	$1,000,000 to $2,500,000: Median * Ratio to Net Sales This Group %
MEMBERS REPORTING			5				18		
NET SALES		100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
COST OF GOODS SOLD		56.55	70.73	78.94	72.31	72.04	63.32	79.34	76.95
GROSS PROFIT		43.45	29.27	21.06	27.69	27.96	36.68	20.66	25.02
SELLING EXPENSE:									
Outside Salesmen's Salaries and Commissions				1.81	1.81	3.66	2.02	3.09	2.40
Salaries and Commissions of Counter Salesmen and Order Takers						2.30	3.95	1.52	1.26
Travel, Entertainment and Auto Expense		.13		.25	.25		.45	1.08	.56
Sales Executive Salaries						1.02	1.24		1.24
Advertising and Sales Promotion		.39	.26	.58	.39	.39	.13	.32	.31
All Other Selling Expenses			.08		.32	.10	.17	.68	.54
Total Selling Expense		.52	.34	2.63	2.63	7.46	7.96	6.68	4.68
DELIVERY EXPENSE:									
Driver's Wages			1.06		1.06	.83			.66
Truck Expense (including truck hire, depreciation, insurance, repair, gas, oil, licenses and taxes)		.18	.30	.66	.66	.45		.41	.51
All Other Delivery Expenses						.01	.16	.34	.12
Total Delivery Expense		.18	1.36	.66	1.16	1.29	.16	.74	.91
PURCHASING EXPENSE:									
Salaries (buyers, inventory control clerks, typists, etc.)				.49	.49	1.72	1.98		1.11
Traveling Expense - Purchasing Agent									
All Other Purchasing Expenses									
Total Purchasing Expense		-	-	.49	.49	1.72	1.98	-	1.11
LAND AND BUILDING OCCUPANCY EXPENSE:									
Salaries and Wages						.02			
Building Rent (or building depreciation, fuel, power, light, building maintenance)		1.47		.95	1.27	.74	1.27	1.78	1.27
Insurance (including building inventory, equipment)						.50	.59	.38	.35
Real Estate Taxes					.11	.65	.62	1.29	.29
All Other Land and Building Occupancy Expenses									.21
Total Land and Building Occupancy Expense		1.47	-	.95	1.74	1.91	2.48	3.46	1.94
WAREHOUSE OPERATING EXPENSE:									
Salaries and Wages		18.72	4.11	2.67	4.11	1.26	3.05	3.71	1.89
Equipment Depreciation, Maintenance and Repair		.39	.54	.87	.54	.38		.45	.23
All Other Warehouse Expenses		2.11	.23	.24	.24	.12	.22	.01	.26
Total Warehouse Operating Expense		21.22	4.88	3.77	4.88	1.75	3.27	4.18	2.82
EDP EXPENSE:									
Salaries and Wages									.37
Service Bureau Costs: Rental of Equipment; Depreciation of Equipment								1.04	.97
Materials and Supplies									.21
All Other EDP Expenses									
Total EDP Expense						-	-	1.04	.97
GENERAL AND ADMINISTRATION EXPENSE:									
Executive Salaries			5.69	2.37		2.38	5.65	1.12	2.21
Office Salaries			3.77	1.35		1.40	5.03	2.22	1.92
Executive Traveling Expense						.07			.13
Taxes (local, city license and personal property)		2.58	1.14	.78	1.14	.97		.75	.29
Pension and Profit Sharing			2.62		2.62		.87		.42
Employee Welfare (group insurance, hospitalization)			.59		.19	.45	.92	1.97	.61
Bad Debt Expense		1.26		2.39	.92	.04	.36	1.10	.28
Other Insurance (inventory, fidelity indemnity)		2.63	.75	.67	.75				.11
All Other General and Administration Expenses		4.51	3.70	4.03	4.51	1.13	3.24	6.49	2.20
Total General and Administration Expense		10.99	18.27	11.59	10.99	6.44	16.06	13.65	10.27
TOTAL OPERATING EXPENSE		34.38	24.86	20.10	20.22	20.57	31.91	29.75	20.44
NET OPERATING PROFIT		9.06	4.41	.95	4.41	7.38	4.77	9.09-	4.77
NON-OPERATING INCOME		.24	2.51	3.18	.73	1.38	5.51	1.71	1.39
NON-OPERATING EXPENSE		-	1.64-	.84-	.87-	1.66-	2.32-	2.42-	1.81-
NET PROFIT BEFORE INCOME TAXES		9.30	5.28	3.29	5.28	7.10	7.96	9.79-	4.07
INCOME TAXES		2.15	1.30	-	-	3.28	-	-	1.43
NET PROFIT		7.15	3.98	3.29	3.98	3.82	7.96	-	3.66

*Note: It is improbable that any of the individual ratios will total the sum of the category. Similarly, the sum of income and expense ratios will not equal the net profit ratio.

$2,500,000 to $4,000,000				$4,000,000 to $6,000,000				Over $6,000,000			
Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %
	16				8				15		
100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
75.68	78.12	83.08	76.35	72.59	87.89	78.89	78.61	77.26	77.44	82.01	77.43
24.92	21.88	16.92	23.94	27.41	12.11	21.11	24.01	22.74	22.54	17.99	22.57
3.40	2.06	2.22	2.82	2.27	1.66	3.10	2.96	1.01	3.18	1.31	2.58
.39		.98	.98	1.77		1.44	1.77		1.10		1.38
1.27	.70	.83	.83	.68	.28	1.42	.82	.51	.81	.39	.52
.64			.87						.43		.61
.23		.27	.23	.32	.14	.33	.32	.88	.36	.46	.46
		.47	.86	.33	.48	.87	.48	.05	.15	.11	.18
5.93	2.76	4.75	5.93	5.37	2.56	7.16	5.37	2.45	6.03	2.26	5.80
.33	1.86		.70	.29			1.07	.26	.64	.70	.64
.53	1.01	.43	.55	.18		.38	.45	.27	.45	.53	.45
		.19	.20			.84	.24		.18	.06	.18
.86	2.87	.62	1.10	.47	-	1.21	1.21	.53	1.28	1.29	.98
.65			.90				.56		.61		.70
			.03						.01		.01
.08			.08						.04		.04
.73	-	-	.96	-	-	-	.56	-	.66	-	.71
			.06				.04		.09		.09
.67	1.23	1.28	1.03	1.47		.80	1.30	1.10	.49	.95	1.09
.54	1.17	.25	.43	.19		.28	.28	.30	.14	.18	.24
		.01	.14	.38		.39	.33	.24	.38	.18	.21
			.15	.24			.24		.02		.07
1.21	2.40	1.55	1.61	2.27	-	1.46	2.03	1.64	1.12	1.31	1.45
2.58	3.18	2.48	2.59	2.25	1.58	3.88	3.42	1.78	2.70	3.45	2.33
	.13	.27	.25		.11	.40	.32	.22	.10	.05	.17
.08	.04	.03	.09		.70	.09	.23	.04	.15	.01	.15
2.66	3.35	2.78	2.91	2.25	2.39	4.37	4.37	2.04	2.95	3.51	2.86
			.27				.25		.49		.49
		.67	.67	.30		.73	.59		.11		.52
			.18						.20		.10
									.04		.02
-	-	.67	.67	.30	-	.73	.59		.84		.77
3.58	1.62	1.23	1.28		.66	.64	.68	2.18	.75	.73	.76
1.02	3.06	1.82	1.88	6.62	1.28	2.14	2.14	3.18	1.66	3.91	1.69
.28			.12		.05		.10	.02	.06	.11	.12
	.10	.33	.16	.54	.12		.19	.01		.69	.19
.93	.85		.85	.69	.26		.37	1.50	.40	.33	.57
.41	.34	1.14	.60	.55	.36	1.70	.55	.37	.67	.57	.55
.09	.09	.28	.09	.42	.02	.28	.22	.09	.43	.89	.34
.04			.06	.13	.05		.05		.29		.14
.92	1.56	5.92	2.05	1.26	1.39	6.07	2.43	1.52	1.56	3.15	1.56
7.27	7.63	10.72	8.08	10.22	4.20	10.84	9.61	8.85	5.81	10.38	7.77
18.66	18.99	21.09	21.09	20.88	9.14	25.77	20.90	15.51	18.67	18.75	18.67
6.27	2.89	4.17-	2.89	6.53	2.97	4.67-	2.97	7.23	3.89	.76-	3.89
.31	.09	2.65	1.72	.20	.07	2.17	.27	.52	1.93	-	1.89
.36-	-	1.59-	1.58-	.64-	-	1.86-	1.28-	.25-	1.18-	.01-	1.18-
6.22	2.98	3.11-	2.98	6.10	3.03	4.35-	3.03	7.50	4.65	.77-	4.15
2.78	.79	-	2.38	2.76	-	-	2.02	3.85	2.35	.37	2.06
3.44	2.19	-	2.41	3.34	3.03	-	2.56	3.65	2.30	1.14-	2.30

AMERICAN SUPPLY ASSOCIATION
OPERATING COST SURVEY

AREA
WEST SOUTH CENTRAL

MEMBERS REPORTING 28

	Your Company %	Less Than $1,000,000 Sales: Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	$1,000,000 to $2,500,000: Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %
						11			
NET SALES						100.00	100.00	100.00	100.00
COST OF GOODS SOLD						67.76	77.22	79.44	77.29
GROSS PROFIT						32.24	22.78	20.56	22.71
SELLING EXPENSE:									
Outside Salesmen's Salaries and Commissions							3.14	6.16	3.30
Salaries and Commissions of Counter Salesmen and Order Takers						2.19	.09	.01	.39
Travel, Entertainment and Auto Expense						1.15	.84	1.30	.84
Sales Executive Salaries									.28
Advertising and Sales Promotion						.74	.24	.26	.17
All Other Selling Expenses						.01	1.44	2.02	1.01
Total Selling Expense						4.09	5.74	9.75	5.41
DELIVERY EXPENSE:									
Driver's Wages									.91
Truck Expense (including truck hire, depreciation, insurance, repair, gas, oil, licenses and taxes)									
All Other Delivery Expenses						.33			.87
Total Delivery Expense									.04
						.33	-	-	1.88
PURCHASING EXPENSE:									
Salaries (buyers, inventory control clerks, typists, etc.)									
Traveling Expense - Purchasing Agent									.07
All Other Purchasing Expenses									.08
Total Purchasing Expense						-	-	-	-
LAND AND BUILDING OCCUPANCY EXPENSE:									
Salaries and Wages									
Building Rent (or building depreciation, fuel, power, light, building maintenance)									
Insurance (including building inventory, equipment)						.71			.89
Real Estate Taxes						.10			.26
All Other Land and Building Occupancy Expenses						.01			.21
Total Land and Building Occupancy Expense						.82	-	-	1.34
WAREHOUSE OPERATING EXPENSE:									
Salaries and Wages						1.61	2.60	2.74	2.60
Equipment Depreciation, Maintenance and Repair						.18	.44	1.76	.44
All Other Warehouse Expenses						.12	2.20	2.15	.52
Total Warehouse Operating Expense						1.91	5.24	6.65	2.58
EDP EXPENSE:									
Salaries and Wages									.43
Service Bureau Costs; Rental of Equipment; Depreciation of Equipment									.32
Materials and Supplies									.10
All Other EDP Expenses									.10
Total EDP Expense						-	-	-	.95
GENERAL AND ADMINISTRATION EXPENSE:									
Executive Salaries						7.79	1.68	.04	2.17
Office Salaries						1.48	2.32	2.75	1.48
Executive Traveling Expense						.50	.31	.01	.07
Taxes (local, city license and personal property)						.65	.08	.09	.65
Pension and Profit Sharing						1.19	.51	.26	.58
Employee Welfare (group insurance, hospitalization)						.40	.70	.31	.34
Bad Debt Expense						.11	.14	.28	.21
Other Insurance (inventory, fidelity indemnity)						.79	.06	.05	.27
All Other General and Administration Expenses						1.71	1.82	2.05	1.71
Total General and Administration Expenses						14.62	7.62	5.85	7.79
TOTAL OPERATING EXPENSE						21.76	18.60	22.25	18.60
NET OPERATING PROFIT						10.48	4.18	1.69-	4.82
NON-OPERATING INCOME						.09	.26	.13	.61
NON-OPERATING EXPENSE						.59-	-	-	.59-
NET PROFIT BEFORE INCOME TAXES						9.97	4.41	1.56-	2.48
INCOME TAXES						3.69	-	-	1.26
NET PROFIT						6.28	4.43	1.56-	2.48

*Note: It is improbable that any of the individual ratios will total the sum of the category. Similarly, the sum of income and expense ratios will not equal the net profit ratio.

$2,500,000 to $4,000,000				$4,000,000 to $6,000,000				Over $6,000,000			
Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %
									10		
								100.00	100.00	100.00	100.00
								79.22	81.71	81.81	81.71
								20.78	18.29	18.19	19.63
								2.68	1.88	1.66	1.88
								2.15	.43	1.28	2.15
								.59	.64	.69	.53
								.21	.21	.70	.21
								.03	.06	.25	.24
									.15	.09	.20
								5.65	3.37	4.67	4.27
								.34	.52	.54	.54
								.81	.67	.86	.81
								.05	.10	.20	.11
								1.19	1.30	1.59	1.31
									.40	.73	.42
									.02	.07	.03
										.13	.07
								-	.43	.92	.45
								.04	.16		.12
								.35	.47	2.43	.73
								.02	.11	.05	.11
									.09	.02	.16
									.01	.06	.06
								.40	.84	2.56	.87
								1.01	1.28	2.00	1.28
								.02	.13	.32	.19
								.07	.24	.12	.16
								1.10	1.66	2.44	1.66
								.31	.39	.57	.32
								.07	.11	.30	.18
									.08	.16	.11
									.01	.10	.10
								.38	.61	1.13	.61
								.21	1.45	1.31	1.31
								.78	1.42	.47	.78
								.02	.48	.09	.09
								.73	.98	.18	.61
								.23	1.40	.01	.42
								.24	.33	.10	.33
								.07	.18	.10-	.08
								.20	.27	.05	.18
								1.28	.95	1.72	1.33
								3.76	7.66	3.83	6.15
								12.48	15.87	17.15	17.15
								8.29	2.42	1.04	2.42
								1.89	2.48	1.56	1.89
								.4-	1.97-	1.94-	1.94-
								7.49	2.93	.67	3.33
								3.69	1.07	-	1.46
								3.80	1.85	.67	2.00

AMERICAN SUPPLY ASSOCIATION
OPERATING COST SURVEY

AREA
MOUNTAIN

MEMBERS REPORTING 16

	Your Company %	Less Than $1,000,000 Sales: Highest Operating Profit %	Median* Operating Profit %	Lowest Operating Profit %	Median* Ratio to Net Sales This Group %	$1,000,000 to $2,500,000: Highest Operating Profit %	Median* Operating Profit %	Lowest Operating Profit %	Median* Ratio to Net Sales This Group %
NET SALES									
COST OF GOODS SOLD									
GROSS PROFIT									
SELLING EXPENSE:									
Outside Salesmen's Salaries and Commissions									
Salaries and Commissions of Counter Salesmen and Order Takers									
Travel, Entertainment and Auto Expense									
Sales Executive Salaries									
Advertising and Sales Promotion									
All Other Selling Expenses									
Total Selling Expense									
DELIVERY EXPENSE:									
Driver's Wages									
Truck Expense (including truck hire, depreciation, insurance, repair, gas, oil, licenses and taxes)									
All Other Delivery Expenses									
Total Delivery Expense									
PURCHASING EXPENSE:									
Salaries (buyers, inventory control clerks, typists, etc.)									
Traveling Expense - Purchasing Agent									
All Other Purchasing Expenses									
Total Purchasing Expense									
LAND AND BUILDING OCCUPANCY EXPENSE:									
Salaries and Wages									
Building Rent (or building depreciation, fuel, power, light, building maintenance)									
Insurance (including building inventory, equipment)									
Real Estate Taxes									
All Other Land and Building Occupancy Expenses									
Total Land and Building Occupancy Expense									
WAREHOUSE OPERATING EXPENSE:									
Salaries and Wages									
Equipment Depreciation, Maintenance and Repair									
All Other Warehouse Expenses									
Total Warehouse Operating Expense									
EDP EXPENSE:									
Salaries and Wages									
Service Bureau Costs; Rental of Equipment; Depreciation of Equipment									
Materials and Supplies									
All Other EDP Expenses									
Total EDP Expense									
GENERAL AND ADMINISTRATION EXPENSE:									
Executive Salaries									
Office Salaries									
Executive Traveling Expense									
Taxes (local, city license and personal property)									
Pension and Profit Sharing									
Employee Welfare (group insurance, hospitalization)									
Bad Debt Expense									
Other Insurance (inventory, fidelity indemnity)									
All Other General and Administration Expenses									
Total General and Administration Expense									
TOTAL OPERATING EXPENSE									
NET OPERATING PROFIT									
NON-OPERATING INCOME									
NON-OPERATING EXPENSE									
NET PROFIT BEFORE INCOME TAXES									
INCOME TAXES									
NET PROFIT									

*Note: It is improbable that any of the individual ratios will total the sum of the category. Similarly, the sum of income and expense ratios will not equal the net profit ratio.

$2,500,000 to $4,000,000				$4,000,000 to $6,000,000				Over $6,000,000			
Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %
									11		
								100.00	100.00	100.00	100.00
								71.73	81.13	80.79	80.79
								28.27	18.87	19.21	19.21
								3.54		1.53	2.10
										.93	.74
								.70	.98	.65	.70
											.59
								1.49	.28	.25	.19
								.10	.04	2.57	.74
								5.83	1.29	5.94	2.41
								.55		.73	.55
								.52	.03	.35	.35
								.11	.04		.11
								1.19	.07	1.08	1.05
										.64	.64
										.03	.03
										.67	.67
											.08
								.73	.64	.88	.88
								.64		.37	.37
								.30			.10
								.09		.03	.11
								1.77	.64	1.28	1.53
								2.55		.68	1.54
								.30	.55	.12	.21
								.10	.03	.75	.43
								2.94	.58	1.55	1.81
								.84		.14	.17
								.21		.01	.02
								.07			.05
								.02		.03	.03
								1.13	-	.18	.34
								1.76		3.24	2.01
								.68	8.40	.84	1.13
								.06		.02	.06
								.20	.77	.17	.20
								1.22		.72	.35
								.31	.31	.13	.31
								.60		.16	.18
									.38		.07
								1.74	1.35	1.79	1.72
								6.58	11.21	7.07	6.32
								19.44	13.80	17.76	13.80
								8.83	5.07	1.44	5.07
									1.60	1.87	.19
									.67-	1.58-	.85-
								8.83	6.01	1.73	5.18
								4.26	2.75	.65	1.72
								4.57	1.26	1.09	2.05

AMERICAN SUPPLY ASSOCIATION
OPERATING COST SURVEY

AREA
PACIFIC

MEMBERS REPORTING 23

	Your Company %	Less Than $1,000,000 Sales: Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	$1,000,000 to $2,500,000: Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %
							8		
NET SALES						100.00	100.00	100.00	100.00
COST OF GOODS SOLD						76.51	80.68	80.96	76.08
GROSS PROFIT						23.49	19.32	19.04	25.61
SELLING EXPENSE:									
Outside Salesmen's Salaries and Commissions						.86		4.06	1.25
Salaries and Commissions of Counter Salesmen and Order Takers									1.58
Travel, Entertainment and Auto Expense						.07	1.74	2.21	.43
Sales Executive Salaries									1.50
Advertising and Sales Promotion						.05	.81	.03	.28
All Other Selling Expenses						.07			.07
Total Selling Expense						1.05	2.55	6.30	3.54
DELIVERY EXPENSE:									
Driver's Wages						2.51			1.76
Truck Expense (including truck hire, depreciation, insurance, repair, gas, oil, licenses and taxes)						.91			1.40
All Other Delivery Expenses						.22			.07
Total Delivery Expense						3.64	-	-	3.27
PURCHASING EXPENSE:									
Salaries (buyers, inventory control clerks, typists, etc.)								1.13	1.13
Traveling Expense - Purchasing Agent									.03
All Other Purchasing Expenses									.07
Total Purchasing Expense						-	-	1.13	1.13
LAND AND BUILDING OCCUPANCY EXPENSE:									
Salaries and Wages						.03			.03
Building Rent (or building depreciation, fuel, power, light, building maintenance)						.97	.92		1.15
Insurance (including building inventory, equipment)						.34			.55
Real Estate Taxes									.19
All Other Land and Building Occupancy Expenses						.12			
Total Land and Building Occupancy Expense						1.46	.92	-	1.69
WAREHOUSE OPERATING EXPENSE:									
Salaries and Wages						1.98		.76	1.98
Equipment Depreciation, Maintenance and Repair						.22		.12	.11
All Other Warehouse Expenses						.06	.93	.10	.10
Total Warehouse Operating Expense						2.25	.93	.98	2.25
EDP EXPENSE:									
Salaries and Wages									2.16
Service Bureau Costs; Rental of Equipment; Depreciation of Equipment									.82
Materials and Supplies									.18
All Other EDP Expenses									
Total EDP Expense						-	-	-	3.11
GENERAL AND ADMINISTRATION EXPENSE:									
Executive Salaries						2.26	.97	3.22	3.47
Office Salaries						2.88	3.88	2.12	2.04
Executive Traveling Expense						.10			.61
Taxes (local, city license and personal property)						.77	.72	.30	.60
Pension and Profit Sharing						.86		1.32	.72
Employee Welfare (group insurance, hospitalization)						.56			.56
Bad Debt Expense						.47	2.13		.61
Other Insurance (inventory, fidelity indemnity)						.38	1.36	.99	.38
All Other General and Administration Expenses						.58	2.52	5.83	1.74
Total General and Administration Expense						8.87	11.58	13.78	11.58
TOTAL OPERATING EXPENSE						17.28	15.98	22.18	22.18
NET OPERATING PROFIT						6.21	3.34	3.14-	3.34
NON-OPERATING INCOME						1.85	.40	.04	1.73
NON-OPERATING EXPENSE						2.15-	3.67-		2.15-
NET PROFIT BEFORE INCOME TAXES						5.91	.06	3.10-	3.04
INCOME TAXES						2.53	.74	.39	.99
NET PROFIT						3.39	.68-	3.49-	2.07

*Note: It is improvable that any of the individual ratios will total the sum of the category. Similarly, the sum of income and expense ratios will not equal the net profit ratio.

$2,500,000 to $4,000,000				$4,000,000 to $6,000,000				Over $6,000,000			
Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %
	4								7		
100.00	100.00	100.00	100.00					100.00	100.00	100.00	100.00
77.51	72.79	80.54	77.51					65.76	80.81	81.93	78.11
22.49	27.21	19.46	25.00					34.24	19.19	18.07	21.89
1.53	6.10	2.30	2.30					.43		2.29	1.43
.70	1.23	2.06	1.69					2.49		.64	2.25
.50	1.54	.66	.66					.19		.51	.58
.57	.98	.83	.83								.83
.25	.57	.29	.29					.12		.22	.10
.11	.27		.27							.20	1.17
3.67	10.69	6.12	6.12					3.23	1.66	3.86	3.86
.58		.87						.93		.11	.53
.14	.13	.55	.14					1.13		.11	.57
.05			.05							.20	.17
.77	.13	1.43	.77					2.06	.85	.41	.85
	.84	.52	.52					.94		.20	.20
		.02	.02								.02
-	.84	.54	.54					.94	-	.20	.20
.92	.87	.35	.92					2.05		.42	.65
.27	.08	.28	.28					.41		.32	.32
	.07	.34								.42	.20
	.74		.74							.05	.05
1.18	1.76	.97	1.76					2.46		1.22	.98
1.87	1.40	1.34	1.87					2.84		1.85	2.76
.14	.09	.13	.13					.77		.06	.30
.13	.21	.07	.21							.42	1.13
2.14	1.70	1.54	2.14					3.61	3.79	2.33	3.61
			.39							.46	.11
		.02						.31		.28	.12
										.01	
										.03	
-	-	.02	-					.31		.77	.31
2.14	3.02	1.65	2.54					2.33	2.48	1.77	1.77
2.63	1.23	2.03	2.09					1.20	1.50	2.88	2.41
.19		.04	.14					.23	.12	.11	.11
1.06	1.36	.71	1.10					2.76	1.14	.51	1.14
.60	1.25	1.23	1.23					1.37	.59	.48	.48
.80	.45	.85	.80					.80	.35	.18	.37
.04	.47	.32	.47					1.51	.94	1.38	.43
.31	.16	.35	.31					1.22	.08	.13	.19
1.55	2.23	1.15	2.11					3.16	1.03	1.01	1.03
9.32	10.17	8.32	10.17					14.57	8.24	8.44	8.24
17.08	25.29	18.95	23.39					27.18	14.54	17.24	15.24
5.41	1.91	.50	1.91					7.07	4.65	.81	4.65
1.03	.19	1.78	1.03					1.85	2.14	2.32	1.53
2.04-	.22-	1.06-	.78-						1.49-	1.88-	1.49-
4.40	1.88	1.22	1.88					8.92	5.29	1.27	4.25
2.29	.53	.09	.62					4.26	2.50	.47	2.50
2.11	1.35	1.14	1.35					4.66	2.79	.81	2.79

AMERICAN SUPPLY ASSOCIATION
OPERATING COST SURVEY

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MEMBERS REPORTING 19

	Your Company %	Less Than $1,000,000 Sales: Highest Operating Profit %	Less Than $1,000,000 Sales: Median* Operating Profit %	Less Than $1,000,000 Sales: Lowest Operating Profit %	Less Than $1,000,000 Sales: Median* Ratio to Net Sales This Group %	$1,000,000 to $2,500,000: Highest Operating Profit %	$1,000,000 to $2,500,000: Median* Operating Profit %	$1,000,000 to $2,500,000: Lowest Operating Profit %	$1,000,000 to $2,500,000: Median* Ratio to Net Sales This Group %
NET SALES									
COST OF GOODS SOLD									
GROSS PROFIT									
SELLING EXPENSE:									
Outside Salesmen's Salaries and Commissions									
Salaries and Commissions of Counter Salesmen and Order Takers									
Travel, Entertainment and Auto Expense									
Sales Executive Salaries									
Advertising and Sales Promotion									
All Other Selling Expenses									
Total Selling Expense									
DELIVERY EXPENSE:									
Driver's Wages									
Truck Expense (including truck hire, depreciation, insurance, repair, gas, oil, licenses and taxes)									
All Other Delivery Expenses									
Total Delivery Expense									
PURCHASING EXPENSE:									
Salaries (buyers, inventory control clerks, typists, etc.)									
Traveling Expense - Purchasing Agent									
All Other Purchasing Expenses									
Total Purchasing Expense									
LAND AND BUILDING OCCUPANCY EXPENSE:									
Salaries and Wages									
Building Rent (or building depreciation, fuel, power, light, building maintenance)									
Insurance (including building inventory, equipment)									
Real Estate Taxes									
All Other Land and Building Occupancy Expenses									
Total Land and Building Occupancy Expense									
WAREHOUSE OPERATING EXPENSE:									
Salaries and Wages									
Equipment Depreciation, Maintenance and Repair									
All Other Warehouse Expenses									
Total Warehouse Operating Expense									
EDP EXPENSE:									
Salaries and Wages									
Service Bureau Costs; Rental of Equipment; Depreciation of Equipment									
Materials and Supplies									
All Other EDP Expenses									
Total EDP Expense									
GENERAL AND ADMINISTRATION EXPENSE:									
Executive Salaries									
Office Salaries									
Executive Traveling Expense									
Taxes (local, city license and personal property)									
Pension and Profit Sharing									
Employee Welfare (group insurance, hospitalization)									
Bad Debt Expense									
Other Insurance (inventory, fidelity indemnity)									
All Other General and Administration Expenses									
Total General and Administration Expense									
TOTAL OPERATING EXPENSE									
NET OPERATING PROFIT									
NON-OPERATING INCOME									
NON-OPERATING EXPENSE									
NET PROFIT BEFORE INCOME TAXES									
INCOME TAXES									
NET PROFIT									

*Note: It is improbable that any of the individual ratios will total the sum of the category. Similarly, the sum of income and expense ratios will not equal the net profit ratio.

$2,500,000 to $4,000,000				$4,000,000 to $6,000,000				Over $6,000,000			
Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %
9				7				17			
100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
74.42	78.12	81.29	80.54	58.88	75.99	78.89	75.99	71.73	77.44	78.70	80.23
25.58	21.88	18.71	19.46	41.12	24.01	21.11	24.01	28.27	22.56	21.30	19.77
4.16	2.06	2.95	2.30	4.31	2.26	3.10	2.88	3.54	3.18	1.95	2.37
.31			1.34	2.37		1.44	1.44		1.10	.95	1.07
.19	.70	.92	.64	.96	.82	1.42	.96	.70	.81	.49	.64
			.83	3.06	1.42		2.01		.43		.43
.01		.32	.22	.17	.21	.33	.17	1.49	.36	.05	.18
.15		1.06	.72	.31	.28	.87	.41	.10	.15	.63	.83
4.82	2.76	5.25	4.43	11.19	4.99	7.16	6.74	5.83	6.03	4.08	4.81
1.66	1.86		1.86	1.51	1.28		1.51	.55	.64	.60	.67
.81	1.01		1.01	1.09	1.28	.38	1.09	.52	.45	.65	.65
.33			.33	.53	.11	.84	.53	.11	.18	.35	.12
2.80	2.87	-	3.40	3.13	2.67	1.21	2.67	1.19	1.28	1.60	1.55
.90			.90				.63		.61	.46	.61
.23			.14						.01		.02
									.04		.04
1.13	-	-	1.13	-	-	-	.63	-	.66	.47	.67
.06			.06						.09		.16
1.06	1.23		1.06	.58	1.30	.80	.84	.73	.49	2.24	.72
.39	1.17		.73	.88	.53	.28	.53	.64	.14	.06	.14
.19			.19	.27		.39	.34	.30	.38		.16
			.06	.14	.20			.09	.02		.06
1.71	2.40	-	1.71	1.86	2.03	1.46	1.86	1.77	1.12	2.30	1.33
2.61	3.18	3.73	2.61	2.50	4.32	3.88	3.01	2.55	2.70	2.85	1.80
.12	.13	.47	.36		.02	.40	.30	.30	.10	.42	.13
.06	.04	1.66	1.66		.23	.09	1.01	.10	.15	1.16	.33
2.79	3.35	5.87	2.79	2.50	4.58	4.37	4.02	2.94	2.95	4.42	2.78
								.84	.49		.30
			.02			.73	.73	.21	.11	2.86	.22
								.07	.20		.10
								.02	.04		.03
-	-	-	.02	-	-	.73	.73	1.13	.84	2.86	.83
1.21	1.62	.89	1.62	5.04	1.73	.64	.64	1.76	.75	.45	1.25
1.56	3.06	2.78	1.72	2.39	1.84	2.14	1.84	.68	1.66	.99	1.25
		.16	.14		.09		.13	.06	.06	.09	.10
.12	.10	.33	.25	1.13			.94	.20		.66	.40
1.06	.85	.43	.77	4.23			.61	1.22	.40	.34	.47
.43	.34	.56	.56	.53	.18	1.70	.56	.31	.67	1.10	.40
	.09	.27	.13	.39	.25	.28	.28	.60	.43	.07	.18
.23		.06	.23	.06	.04		.05		.29		.14
1.59	1.56	2.05	1.68	2.11	2.85	6.07	2.85	1.74	1.56	2.19	1.56
6.21	7.63	7.52	7.52	15.87	6.97	10.84	7.60	6.58	5.81	5.89	6.32
19.46	18.99	18.63	18.95	34.55	21.24	25.77	22.70	19.44	18.67	21.62	17.56
6.12	2.89	.07	2.89	6.57	2.77	4.67-	2.77	8.83	3.89	.32-	3.89
2.69	.09	.07	.09	.81	-	2.17	1.87	-	1.93	1.71	1.71
1.58-	-	-	1.06-	-	1.04-	1.86-	1.38-	-	1.18-	1.47-	1.55-
7.23	2.98	.15	2.61	7.37	1.73	4.35-	3.21	8.83	4.65	.08-	3.80
2.94	.79	-	.86	3.35	.67	-	1.90	4.26	2.35	-	2.06
4.29	2.19	.15	2.06	4.03	1.06	-	1.81	4.57	2.30	.08-	2.09

AMERICAN SUPPLY ASSOCIATION
OPERATING COST SURVEY

AREA NATIONAL	Your Company %	Less Than $1,000,000 Sales Highest Operating Profit %	Median* Operating Profit %	Lowest Operating Profit %	Median* Ratio to Net Sales This Group %	$1,000,000 to $2,500,000 Highest Operating Profit %	Median* Operating Profit %	Lowest Operating Profit %	Median* Ratio to Net Sales This Group %
MEMBERS REPORTING 319			19				97		
NET SALES		100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
COST OF GOODS SOLD		56.55	75.65	77.24	74.73	67.76	71.33	79.34	76.19
GROSS PROFIT		43.45	24.35	22.76	25.27	32.24	28.67	20.66	23.81
SELLING EXPENSE:									
Outside Salesmen's Salaries and Commissions			2.57		2.57		2.29	3.09	2.46
Salaries and Commissions of Counter Salesmen and Order Takers					1.67	2.19	3.73	1.52	1.41
Travel, Entertainment and Auto Expense		.13	.54		.79	1.15	.55	1.08	.66
Sales Executive Salaries					3.88				1.21
Advertising and Sales Promotion		.39	.12		.27	.74	.60	.32	.22
All Other Selling Expenses			.21		.19	.01	.44	.68	.54
Total Selling Expense		.52	3.43	6.81	6.58	4.09	7.60	6.68	4.76
DELIVERY EXPENSE:									
Driver's Wages			1.65		1.53				.98
Truck Expense (including truck hire, depreciation, insurance, repair, gas, oil, licenses and taxes)		.18	.99		.99	.33	.54	.41	.71
All Other Delivery Expenses					.16		.15	.34	.12
Total Delivery Expense		.18	2.64	1.22	1.71	.33	.69	.74	1.58
PURCHASING EXPENSE:									
Salaries (buyers, inventory control clerks, typists, etc.)					1.23				1.07
Traveling Expense - Purchasing Agent					.03				.07
All Other Purchasing Expenses					.04				.13
Total Purchasing Expense					1.23				1.11
LAND AND BUILDING OCCUPANCY EXPENSE:									
Salaries and Wages									.05
Building Rent (or building depreciation, fuel, power, light, building maintenance)		1.47	.49		1.10	.71		1.78	1.25
Insurance (including building inventory, equipment)			1.12		.56	.10		.38	.37
Real Estate Taxes			.40		.31	.01		1.29	.23
All Other Land and Building Occupancy Expenses			.40		.46				.12
Total Land and Building Occupancy Expense		1.47	2.41		1.88	.82		3.46	1.79
WAREHOUSE OPERATING EXPENSE:									
Salaries and Wages		10.72	1.69		2.67	1.61		3.71	1.89
Equipment Depreciation, Maintenance and Repair		.39			.39	.18	1.21	.45	.22
All Other Warehouse Expenses		2.11			.23	.12		.01	.29
Total Warehouse Operating Expense		21.22	1.69	12.65	3.19	1.91	1.21	4.18	2.25
EDP EXPENSE:									
Salaries and Wages									.56
Service Bureau Costs; Rental of Equipment; Depreciation of Equipment					.17			1.04	.66
Materials and Supplies									.21
All Other EDP Expenses					.02				.08
Total EDP Expense								1.04	1.03
GENERAL AND ADMINISTRATION EXPENSE:									
Executive Salaries			2.89		3.58	7.79	2.28	1.12	2.37
Office Salaries			3.48		2.44	1.48	6.74	2.22	1.92
Executive Traveling Expense					.17	.50			.17
Taxes (local, city license and personal property)		2.58			.64	.65	1.87	.75	.60
Pension and Profit Sharing					.77	1.19			.56
Employee Welfare (group insurance, hospitalization)			.73		.44	.40	.70	1.97	.52
Bad Debt Expense		1.26	.16		.45	.11	.43	1.10	.25
Other Insurance (inventory, fidelity indemnity)		2.63			.38	.79	.84		.27
All Other General and Administration Expenses		4.51	1.19		1.43	1.71	2.99	6.49	2.05
Total General and Administration Expense		10.99	10.46	6.61	9.15	14.62	15.86	13.65	9.51
TOTAL OPERATING EXPENSE		34.38	20.64	27.29	23.53	21.76	25.35	29.75	21.02
NET OPERATING PROFIT		9.06	3.71	4.53-	3.71	10.48	3.32	9.09-	3.34
NON-OPERATING INCOME		.24	.09	1.60	.73	.09	1.56	1.71	1.22
NON-OPERATING EXPENSE		-	2.32-	.79-	.87-	.59-	1.81-	2.42-	1.61-
NET PROFIT BEFORE INCOME TAXES		9.30	1.48	3.73-	3.59	9.97	3.06	9.79-	3.04
INCOME TAXES		2.15	.61	.61	.75	3.69	.42	-	.79
NET PROFIT		7.15	.87	4.34-	3.29	6.28	2.64	-	2.40

*Note: It is improbable that any of the individual ratios will total the sum of the category. Similarly, the sum of income and expense ratios will not equal the net profit ratio.

$2,500,000 to $4,000,000				$4,000,000 to $6,000,000				Over $6,000,000			
Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %	Highest Operating Profit %	Median * Operating Profit %	Lowest Operating Profit %	Median * Ratio to Net Sales This Group %
	69				38				96		
100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
69.07	72.32	83.08	76.59	70.43	83.32	78.29	77.78	70.82	81.99	79.60	78.64
30.93	27.68	16.92	23.41	29.57	16.68	21.11	22.29	29.18	18.01	20.40	21.50
2.00	2.82	2.22	2.53		2.60	3.10	2.64	4.19	1.67	1.63	2.29
1.73	.67	.98	.98		.01	1.44	1.25	1.33		1.31	1.36
.35	1.02	.83	.65	.08	.42	1.42	.74	.11	.38	.46	.51
1.27	.27		.83				1.17	.72			.51
.33	.23	.27	.23	.25	.07	.33	.17	.11	1.01	.03	.22
.11	2.34	.47	.68	.07	.81	.87	.33	.23		.57	.40
5.80	7.35	4.75	5.07	.40	3.91	7.16	4.99	6.68	3.06	4.00	5.14
.80	.27		.80				.73	.58	.80	1.80	.70
.58	.36	.43	.67	.48		.38	.57	.33	.52	.99	.65
.14	1.18	.19	.14			.84	.15	.17		.80	.14
1.52	1.81	.62	1.51	.48	-	1.21	1.48	1.09	1.31	3.59	1.30
1.30	1.21		.70				.56	.61		.17	.58
			.06								.01
.03			.04				.22	.02			.03
1.33	1.21	-	.83	-	-	-	.56	.63	-	.18	.63
.08	.06		.07				.14	.06	.11		.09
1.12	.69	1.28	1.02	.72		.80	1.26	.23	.38	1.22	.88
.27	.85	.25	.29			.28	.24		.13	.07	.21
.39	.46	.01	.14			.39	.33	.08	.25		.16
.14	.04		.09				.18	.02			.07
2.01	2.11	1.55	1.53	.72	-	1.46	1.89	.40	.87	1.28	1.28
1.40	1.21	2.48	2.22	9.77	1.57	3.88	1.96	1.07	1.83	2.90	2.01
.07	.06	.27	.20	.24	.30	.40	.30	.08	.19	.15	.15
	1.64	.03	.31	.18	1.70	.09	.25	.06		1.08	.23
1.46	2.91	2.78	2.79	10.19	3.58	4.37	2.44	1.21	2.02	4.14	2.44
.20	.27		.29				.28				.31
.06	.07	.67	.59			.73	.46	.09	.15	2.99	.22
.08	.53		.18				.10	.20			.07
			.12								.04
.33	.87	.67	.78	-	-	.73	.59	.29	.15	2.99	.62
3.24	4.84	1.23	1.65		.60	.64	1.88	.70	.68	.39	1.26
1.49	1.88	1.82	1.70		1.62	2.14	1.77	1.87	2.48	1.25	1.34
.18	.27		.14		.13		.10	.05	.07	.03	.09
1.37	.79	.33	.53	1.60	.18		.63	.22	.47	.73	.50
1.42			.52	.70	.37		.61	.97	.18	.39	.53
.15	.60	1.14	.48	.24	.42	1.70	.47	.47	.41	1.22	.37
1.23	1.02-	.28	.20	1.96	.58-	.28	.22	.21	.08	.03	.27
.10	.02		.09	.28	.05		.13	.45	.02		.14
	.70	5.92	1.87	.95	3.16	6.07	1.84	.93	2.56	2.35	1.47
9.19	8.08	10.72	8.08	5.72	5.95	10.84	8.56	5.87	6.95	6.37	6.37
21.64	24.34	21.09	19.63	17.52	13.44	25.77	20.35	16.16	14.37	22.54	17.76
9.28	3.33	4.17-	3.33	12.05	3.25	4.67-	3.25	13.02	3.64	2.14-	3.64
1.82	.33	2.65	1.17	3.07	.02	2.17	1.40	1.71	.44	1.60	1.60
1.65-	1.15	1.59-	1.53-	-	-	1.86-	1.15-	1.11-	-	1.60	1.66-
9.45	2.51	3.11-	3.00	15.12	3.27	4.35-	3.27	13.62	4.08	2.14-	3.40
4.28	.67	-	1.27	6.26	-	-	1.40	6.71	2.09	-	1.68
5.18	1.84	-	2.07	8.87	3.27	-	2.24	8.91	2.00	2.14-	2.00

FINANCIAL AND PRODUCTIVITY RATIOS

The financial and performance ratios are presented in the following section of this report. The computation and meaning of the ratios are described below:

Current Assets to Current Debt - Current assets are divided by total current total debt. Current assets are the sum of cash, cash equivalents, notes and accounts receivable (less reserve for bad debts), merchandise inventories and certain prepaid items. Current debt is the total of all liabilities falling into one year. This is one test of solvency and any ratio below 1 may indicate a problem.

Net Profit on Tangible Net Worth - Tangible net worth is the equity of stockholders in the business, as obtained by subtracting total liabilities from total assets, and then deducting intangibles. The ratio is obtained by dividing net profit after taxes by tangible net worth. This ratio is a final criterion of profitability. Generally, a relationship of at least 10 percent is regarded as a desirable objective for providing dividends plus funds for future growth.

Net Profit on Net Working Capital - Net working capital represents the excess of current assets over current debt and represents the cushion available to the business for carrying inventories and receivables and for financing day-to-day operations. The ratio is obtained by dividing net profit after taxes by net working capital.

Net Sales to Tangible Net Worth - Net sales are divided by tangible net worth. This gives a measure of relative turnover of invested capital.

Net Sales to Net Working Capital - Net sales are divided by net working capital. This provides a guide as to the extent the company is turning its working capital.

Average Collection Period - Annual net sales are divided by 365 days to obtain average daily credit sales and then the average daily credit sales are divided into notes and accounts receivable. This ratio is helpful in analyzing the collectibility of receivables. The collection period should not exceed the net maturity indicated by selling terms by more than 10 to 15 days. When comparing the collection period of one concern with that of another, allowances should be made for possible variations in selling terms.

Net Sales to Average Inventory - Obtained by dividing net sales by average inventory, this quotient does not yield an actual physical turnover. It provides a yardstick for comparing stock-so-sales ratios of one concern with another or with those for the industry.

Fixed Assets to Tangible Net Worth - Fixed assets are divided by tangible net worth. Fixed assets represent depreciated book values of building, leasehold improvements, machinery, furniture, fixtures, tools and other physical equipment, plus land, if any, and valued at cost. Ordinarily, this relationship should not exceed 75 percent for a wholesaler or retailer.

Current Debt to Tangible Net Worth - Derived by dividing current debt by tangible net worth. Ordinarily, a business can anticipate trouble when this relationship exceeds 80 percent.

Total Debt to Tangible Net Worth - Obtained by dividing total current plus long-term debt by tangible net worth. When this relationship exceeds 100 percent, the equity of creditors in the assets of the business exceeds that of owners.

Inventory to Net Working Capital - Merchandise inventory is divided by net working capital. This is an additional measure of inventory balance. Ordinarily, the relationship should not exceed 80 percent.

Current Debt to Inventory - Dividing the current debt by inventory yields another indication of the extent to which the business relies on funds from disposal of unsold inventories to meet its debts.

Long-Term Debt to Net Working Capital - Long-term debts are obligations, as represented by mortgages, bonds, debentures, term loans, serial notes, and other types of liabilities maturing more than one year from statement date. This ratio is obtained by dividing long-term debt by net working capital. Analysts tend to compare long-term debt with net working capital in determining whether or not long-term debt is in proper proportion. Ordinarily, this relationship should not exceed 100 percent.

Operating Profit to Total Assets - Total assets are divided into operating profit. This ratio indicates the ability of company operations to earn return on the total assets employed.

Return on Total Assets - Total assets are divided by net profit after taxes. Another measure of relative profitability which eliminates the effect of financing methods (equity or debt) from comparisons.

Return on Investment - Net profit after taxes is divided by stockholders' equity. It can be considered as the final determinant as to the profitability of a business.

Operating Profit on Investment - Operating profit is divided by stockholders' equity. This ratio indicates the return on investment before miscellaneous income and expense items and income taxes.

Gross Profit on Direct Shipments - This ratio is calculated by dividing the sales value of the direct shipments by the cost of the merchandise shipped direct and subtracting the result from 100%.

Gross Profit on Warehouse Shipments - This ratio is calculated by determining the cost of warehouse shipments, dividing this figure by the sales value of warehouse shipments and subtracting the result from 100%.

Inventory Turnover - Inventory turnover is calculated by determining the cost of warehouse shipments and dividing that figure by the average inventory.

Number of Day Sales in Average Inventory - Inventory turnover is divided into 365.

Day Sales in Receivables - Sales are divided by 365. The result of this calculation is divided into the total of accounts and notes receivable.

Asset Turnover - Total sales are divided by total assets.

Increase or Decrease in Inventories - Ending inventory is subtracted from beginning inventory. The result if used to determine if there is any trend toward increasing or decreasing inventories and the magnitude of that trend.

Net Sales per Employee - Total sales are divided by the number of employees. The resultant number could indicate possible overstaffing conditions.

Gross Profit per Employee - This number is derived by dividing the total gross profit by the number of employees and can also indicate overstaffing conditions. Overstaffing and low margins will result in a very low figure when compared to other members' results.

Net Sales per Outside Salesman - Indicates the volume generated per salesman and can be an indicator of salesman productivity.

Gross Profit per Outside Salesman - Indicates the gross profit generated by each outside salesman and is a useful measure of profit productivity of the sales force.

Productivity Ratio - Derived by totaling all salaries, labor costs, employee benefits and pension costs and dividing the resultant number by the gross profit. The ratio indicates the portion of each gross profit dollar that is being expended for people-related costs.

FINANCIAL AND PRODUCTIVITY RATIOS

AMERICAN SUPPLY ASSOCIATION
FINANCIAL AND PRODUCTIVITY RATIOS
FIFO REPORTING COMPANIES

AREA NEW ENGLAND	Your Company	Less Than $1,000,000 Sales Highest Results	Median Results	Lowest Results	$1,000,000 to $2,500,000 Highest Results	Median Results	Lowest Results
CURRENT ASSETS TO CURRENT DEBT - TIMES					5.29	1.89	1.33
NET PROFIT ON TANGIBLE NET WORTH - PERCENT					21.33	6.78	.04
NET PROFIT ON NET WORKING CAPITAL - PERCENT					21.02	8.02	.05
NET SALES TO TANGIBLE NET WORTH - TIMES					13.72	7.76	2.58
NET SALES TO NET WORKING CAPITAL - TIMES					15.34	7.34	3.05
AVERAGE COLLECTION PERIOD - DAYS					31.75	49.05	62.78
NET SALES TO AVERAGE INVENTORY - TIMES					13.20	5.08	4.07
FIXED ASSETS TO TANGIBLE NET WORTH - PERCENT					8.17	42.30	117.91
CURRENT DEBT TO TANGIBLE NET WORTH - PERCENT					8.96	104.83	259.48
TOTAL DEBT TO TANGIBLE NET WORTH - PERCENT					20.32	175.29	308.11
INVENTORY TO NET WORKING CAPITAL - PERCENT					47.30	148.98	253.59
CURRENT DEBT TO INVENTORY - PERCENT					15.06	79.11	118.78
LONG TERM DEBT TO NET WORKING CAPITAL - PERCENT					.52	52.00	122.32
OPERATING PROFIT TO TOTAL ASSETS - PERCENT					14.05	6.37	4.18-
RETURN ON TOTAL ASSETS - PERCENT					7.47	4.08	.03
RETURN ON INVESTMENT - PERCENT					21.33	6.59	.04
OPERATING PROFIT ON INVESTMENT - PERCENT					50.89	12.85	13.39-
GROSS PROFIT ON DIRECT SHIPMENTS - PERCENT					31.45	20.00	10.00
GROSS PROFIT ON WAREHOUSE SHIPMENTS - PERCENT					36.99	26.50	19.64
INVENTORY TURNOVER - TIMES					10.26	3.85	2.97
NUMBER OF DAYS SALES IN AVERAGE INVENTORY - DAYS					35.59	101.45	123.00
DAYS SALES IN RECEIVABLES (INCLUDES NOTES) - DAYS					31.75	50.56	76.91
ASSET TURNOVER - TIMES					4.12	2.26	1.48
INCREASE OR DECREASE IN INVENTORIES					54,000	37,938	137,046
NET SALES PER EMPLOYEE					165,011	122,598	75,538
GROSS PROFIT PER EMPLOYEE					42,178	32,413	19,146
NET SALES PER OUTSIDE SALESMAN					972,665	585,866	367,794
GROSS PROFIT PER OUTSIDE SALESMAN					253,566	153,169	97,469
PRODUCTIVITY RATIO - PERCENT					27.83	52.55	72.39

$2,500,000 to $4,000,000		
Highest Results	Median Results	Lowest Results
5.90	4.57	1.30
22.68	13.38	5.71
29.71	17.53	6.13
14.47	3.07	2.59
11.13	3.39	3.30
47.75	48.93	50.26
5.64	5.51	4.03
6.89	16.02	25.49
13.02	16.90	400.39
13.02	16.90	455.89
60.90	71.23	267.22
25.50	28.01	115.25
	42.69	
19.67	12.16	6.53
10.97	6.43	4.48
22.51	13.30	5.27
32.65	23.86	7.67
25.66		8.40
31.50	29.10	24.74
4.25	3.77	2.86
85.97	96.74	127.68
47.75	49.05	52.13
2.41	2.41	2.12
6,543-	112,782	364,767
114,512	104,230	96,756
35,416	27,618	23,934
887,470	781,731	725,671
274,478	207,139	179,510
45.36	48.76	49.59

$4,000,000 to $6,000,000		
Highest Results	Median Results	Lowest Results

Over $6,000,000		
Highest Results	Median Results	Lowest Results
4.47	4.08	2.07
17.38	13.55	6.57
18.23	16.06	8.28
5.61	3.75	2.67
5.88	4.45	4.22
29.12	44.62	51.28
6.05	6.01	3.34
4.64	11.76	22.84
18.65	70.83	77.25
18.65	70.83	77.25
62.40	102.44	137.29
28.59	66.70	72.47
	2.82	
18.99	15.50	7.95
9.29	7.50	5.13
15.67	13.34	6.38
32.03	27.55	9.89
	12.89	
26.45	25.79	23.40
4.63	4.42	2.48
78.80	96.78	147.45
29.31	44.64	51.28
3.00	2.66	2.08
24,758-	144,015	145,633
288,407	180,893	86,674
92,006	43,712	20,801
2,691,799	1,519,505	614,600
578,726	367,183	147,500
39.54	52.51	54.43

AMERICAN SUPPLY ASSOCIATION
FINANCIAL AND PRODUCTIVITY RATIOS
LIFO REPORTING COMPANIES

AREA NEW ENGLAND	Your Company	Less Than $1,000,000 Sales Highest Results	 Median Results	 Lowest Results	$1,000,000 to $2,500,000 Highest Results	 Median Results	 Lowest Results
CURRENT ASSETS TO CURRENT DEBT - TIMES						2.97	
NET PROFIT ON TANGIBLE NET WORTH - PERCENT						9.71	
NET PROFIT ON NET WORKING CAPITAL - PERCENT						7.69	
NET SALES TO TANGIBLE NET WORTH - TIMES						5.07	
NET SALES TO NET WORKING CAPITAL - TIMES						4.12	
AVERAGE COLLECTION PERIOD - DAYS						61.33	
NET SALES TO AVERAGE INVENTORY - TIMES							
FIXED ASSETS TO TANGIBLE NET WORTH - PERCENT						3.68	
CURRENT DEBT TO TANGIBLE NET WORTH - PERCENT						48.14	
TOTAL DEBT TO TANGIBLE NET WORTH - PERCENT						75.26	
INVENTORY TO NET WORKING CAPITAL - PERCENT							
CURRENT DEBT TO INVENTORY - PERCENT							
LONG TERM DEBT TO NET WORKING CAPITAL - PERCENT						21.72	
OPERATING PROFIT TO TOTAL ASSETS - PERCENT						13.84	
LETURN ON TOTAL ASSETS - PERCENT						5.13	
RETURN ON INVESTMENT - PERCENT						9.71	
OPERATING PROFIT ON INVESTMENT - PERCENT						24.19	
GROSS PROFIT ON DIRECT SHIPMENTS - PERCENT							
GROSS PROFIT ON WAREHOUSE SHIPMENTS - PERCENT							
INVENTORY TURNOVER - TIMES							
NUMBER OF DAYS SALES IN AVERAGE INVENTORY - DAYS							
DAYS SALES IN RECEIVABLES (INCLUDES NOTES) - DAYS						61.33	
ASSET TURNOVER - TIMES						2.68	
INCREASE OR DECREASE IN INVENTORIES							
NET SALES PER EMPLOYEE						207,780	
GROSS PROFIT PER EMPLOYEE						44,862	
NET SALES PER OUTSIDE SALESMAN						623,342	
GROSS PROFIT PER OUTSIDE SALESMAN						134,588	
PRODUCTIVITY RATIO - PERCENT						41.74	

$2,500,000 to $4,000,000			$4,000,000 to $6,000,000			Over $6,000,000		
Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
	1.55							
	19.93							
	26.36							
	6.14							
	8.12							
	66.36							
	7.12							
	28.03							
	126.85							
	130.50							
	117.28							
	143.03							
	4.83							
	15.03							
	8.27							
	19.93							
	36.24							
	10.78							
	28.88							
	5.06							
	72.11							
	68.76							
	2.55							
	30,446							
	189,076							
	54,329							
	42.83							

AMERICAN SUPPLY ASSOCIATION
FINANCIAL AND PRODUCTIVITY RATIOS
FIFO REPORTING COMPANIES

AREA MIDDLE ATLANTIC	Your Company	Less Than $1,000,000 Sales Highest Results	 Median Results	 Lowest Results	$1,000,000 to $2,500,000 Highest Results	 Median Results	 Lowest Results
CURRENT ASSETS TO CURRENT DEBT - TIMES		4.14	3.32	1.39	3.23	2.08	1.17
NET PROFIT ON TANGIBLE NET WORTH - PERCENT		15.93	2.26	4.15-	19.51	12.07	4.98
NET PROFIT ON NET WORKING CAPITAL - PERCENT		9.57	2.43	4.30-	28.62	15.03	4.15
NET SALES TO TANGIBLE NET WORTH - TIMES		7.81	3.80	2.41	37.09	5.51	2.24
NET SALES TO NET WORKING CAPITAL - TIMES		7.40	3.23	2.50	28.59	8.33	3.64
AVERAGE COLLECTION PERIOD - DAYS		39.24	50.20	64.48	23.88	45.67	75.08
NET SALES TO AVERAGE INVENTORY - TIMES		5.15	3.54	2.22	11.57	6.06	3.18
FIXED ASSETS TO TANGIBLE NET WORTH - PERCENT		3.47	19.00	37.48	2.31	41.46	112.06
CURRENT DEBT TO TANGIBLE NET WORTH - PERCENT		27.78	38.63	246.14	11.02	89.56	702.85
TOTAL DEBT TO TANGIBLE NET WORTH - PERCENT		38.63	57.08	286.53	11.02	139.79	758.03
INVENTORY TO NET WORKING CAPITAL - PERCENT		79.62	84.72	222.18	75.05	113.25	286.09
CURRENT DEBT TO INVENTORY - PERCENT		34.36	35.29	107.66	20.11	71.56	189.34
LONG TERM DEBT TO NET WORKING CAPITAL - PERCENT		12.96	39.25	53.93	9.65	46.61	118.03
OPERATING PROFIT TO TOTAL ASSETS - PERCENT		15.85	1.25	4.34-	11.10	5.42	1.28
RETURN ON TOTAL ASSETS - PERCENT		5.82	1.58	2.82-	9.74	4.80	2.15
RETURN ON INVESTMENT - PERCENT		15.32	2.23	3.94-	19.46	10.58	4.91
OPERATING PROFIT ON INVESTMENT - PERCENT		41.72	1.76	6.05-	18.35	14.73	3.35
GROSS PROFIT ON DIRECT SHIPMENTS - PERCENT			90.87		98.29	31.39	14.99
GROSS PROFIT ON WAREHOUSE SHIPMENTS - PERCENT		33.84	24.46	6.48	35.97	27.75	20.04
INVENTORY TURNOVER - TIMES		4.82	2.68	1.47	9.25	4.15	2.44
NUMBER OF DAYS SALES IN AVERAGE INVENTORY - DAYS		75.72	136.24	248.86	39.47	92.60	149.49
DAYS SALES IN RECEIVABLES (INCLUDES NOTES) - DAYS		39.24	50.67	64.48	27.34	47.31	75.08
ASSET TURNOVER - TIMES		2.85	1.91	1.64	4.09	2.18	1.70
INCREASE OR DECREASE IN INVENTORIES		24,863	10,760	2,253,000	131,191-	12,443	73,572
NET SALES PER EMPLOYEE		174,774	91,633	57,204	139,549	115,537	52,152
GROSS PROFIT PER EMPLOYEE		35,042	23,275	19,358	44,550	32,554	14,472
NET SALES PER OUTSIDE SALESMAN		1,279,352	449,418	286,022	1,301,304	720,194	573,673
GROSS PROFIT PER OUTSIDE SALESMAN		256,512	111,572	96,791	382,551	223,526	146,496
PRODUCTIVITY RATIO - PERCENT		42.94	56.10	70.79	45.04	62.22	69.02

$2,500,000 to $4,000,000			$4,000,000 to $6,000,000			Over $6,000,000		
Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
4.68	3.37	2.56	3.99	2.51	1.23	2.37		1.40
19.84	9.07	8.98	20.35	11.79	2.41	5.16		3.52
23.39	16.15	15.12	20.89	11.63	2.57	6.54		3.63
4.65	4.18	2.47	32.13	5.59	3.81	10.70		3.45
7.83	4.93	4.40	31.35	5.80	4.42	11.05		4.37
29.47	51.91	62.80	35.80	47.02	53.87	56.46		56.65
10.75	10.53	5.46	10.81	5.80	3.35	6.25		4.07
8.32	28.13	37.17	4.24	22.88	334.49	54.93		81.40
11.57	15.46	29.14	26.07	48.85	381.47	48.47		214.88
11.57	15.46	29.14	26.07	74.02	414.49	113.54		266.87
48.54	73.83	74.25	65.49	89.13	185.02	99.68		166.37
28.09	35.24	69.88	35.38	52.18	279.12	61.69		133.40
			4.20	9.79	29.08	53.71		82.55
28.89	14.43	10.64	13.16	10.05	1.64	3.99		1.77
16.16	7.18	6.20	9.30	7.04	.87	2.32		.89
19.80	8.98	8.22	21.87	11.75	2.21	5.16		3.39
35.40	18.04	14.10	31.25	16.64	4.18	8.87		6.73
	25.67		32.05	16.62	7.97			
28.61	26.14	18.30	31.14	22.63	16.49	12.64		7.14
7.77	7.67	4.46	9.03	4.26	2.69	5.80		3.55
46.95	47.56	81.87	40.42	85.60	139.51	62.90		102.73
31.04	51.91	62.80	35.96	47.97	53.87	56.46		57.46
3.72	3.41	1.69	4.36	2.81	2.01	2.71		1.55
6,780	24,065	47,364	6,894	62,541	608,283	187,194		238,600
155,292	126,524	97,319	290,025	155,879	85,318	153,161		94,861
41,107	33,043	27,845	51,501	30,291	25,926	32,265		23,821
1,328,510	815,283	525,524	2,851,607	642,244	511,914	1,072,127		577,076
346,956	215,812	150,367	530,100	192,600	134,336	225,859		144,915
35.28	46.55	58.95	43.73	53.48	58.54	54.49		62.96

AMERICAN SUPPLY ASSOCIATION
FINANCIAL AND PRODUCTIVITY RATIOS
LIFO REPORTING COMPANIES

AREA MIDDLE ATLANTIC	Your Company	Less Than $1,000,000 Sales Highest Results	 Median Results	 Lowest Results	$1,000,000 to $2,500,000 Highest Results	 Median Results	 Lowest Results
CURRENT ASSETS TO CURRENT DEBT - TIMES						3.89	
NET PROFIT ON TANGIBLE NET WORTH - PERCENT						4.59	
NET PROFIT ON NET WORKING CAPITAL - PERCENT						5.58	
NET SALES TO TANGIBLE NET WORTH - TIMES						2.53	
NET SALES TO NET WORKING CAPITAL - TIMES						3.07	
AVERAGE COLLECTION PERIOD - DAYS						30.70	
NET SALES TO AVERAGE INVENTORY - TIMES						3.68	
FIXED ASSETS TO TANGIBLE NET WORTH - PERCENT						17.77	
CURRENT DEBT TO TANGIBLE NET WORTH - PERCENT						13.57	
TOTAL DEBT TO TANGIBLE NET WORTH - PERCENT						13.57	
INVENTORY TO NET WORKING CAPITAL - PERCENT						83.61	
CURRENT DEBT TO INVENTORY - PERCENT						19.74	
LONG TERM DEBT TO NET WORKING CAPITAL - PERCENT							
OPERATING PROFIT TO TOTAL ASSETS - PERCENT						4.06	
RETURN ON TOTAL ASSETS - PERCENT						3.57	
RETURN ON INVESTMENT - PERCENT						4.59	
OPERATING PROFIT ON INVESTMENT - PERCENT						5.22	
GROSS PROFIT ON DIRECT SHIPMENTS - PERCENT							
GROSS PROFIT ON WAREHOUSE SHIPMENTS - PERCENT						32.82	
INVENTORY TURNOVER - TIMES						2.47	
NUMBER OF DAYS SALES IN AVERAGE INVENTORY - DAYS						147.64	
DAYS SALES IN RECEIVABLES (INCLUDES NOTES) - DAYS						32.83	
ASSET TURNOVER - TIMES						1.97	
INCREASE OR DECREASE IN INVENTORIES						1,169	
NET SALES PER EMPLOYEE						113,352	
GROSS PROFIT PER EMPLOYEE						37,206	
NET SALES PER OUTSIDE SALESMAN						566,763	
GROSS PROFIT PER OUTSIDE SALESMAN						186,033	
PRODUCTIVITY RATIO - PERCENT						62.83	

$2,500,000 to $4,000,000			$4,000,000 to $6,000,000			Over $6,000,000		
Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
	2.50		5.36		3.03	3.04	1.89	1.33
	7.31		7.81		4.30	22.18	11.35	9.22
	8.34		9.12		4.53	37.36	12.82	7.49
	4.27		4.28		2.70	31.05	9.01	3.94
	4.87		4.99		2.85	17.04	7.31	4.45
	38.65		33.71		48.16	32.40	48.27	54.98
	4.59		5.23		2.39	9.30	7.84	4.99
	24.32		2.41		16.35	15.57	22.52	34.76
	52.60		17.90		26.60	33.26	123.28	504.54
	73.04		17.90		33.84	37.37	172.91	622.91
	114.83		78.61		99.28	53.12	136.51	174.47
	52.30		24.01		31.28	70.72	73.29	158.70
	23.32					4.65	40.28	64.96
	8.73		14.70		5.30	23.78	13.41	5.58
	4.00		5.12		3.51	8.88	7.35	3.17
	7.05		7.59		4.27	18.79	10.62	8.97
	15.39		21.77		7.18	42.65	19.36	15.78
						25.99	11.18	6.54
	29.83		31.05		30.87	25.62	23.33	23.02
	3.22		3.61		1.65	7.13	5.83	3.84
	113.30		101.22		220.97	51.20	62.58	95.11
	38.65		33.71		51.80	32.40	48.27	54.98
	2.34		2.80		2.20	4.05	3.10	2.55
	102,273		17,065		61,826	25,601	138,978	175,910
	71,538		93,541		83,801	2,385,682	135,115	145,015
	21,337		26,021		22,983	611,594	32,566	32,123
	572,306		502,806		502,784	1,034,104	766,507	162,660
	170,700		156,128		123,535	214,156	172,135	41,640
	53.19		53.05		57.68	32.95	56.03	59.70

AMERICAN SUPPLY ASSOCIATION
FINANCIAL AND PRODUCTIVITY RATIOS
FIFO REPORTING COMPANIES

AREA SOUTH ATLANTIC	Your Company	Less Than $1,000,000 Sales Highest Results	 Median Results	 Lowest Results	$1,000,000 to $2,500,000 Highest Results	 Median Results	 Lowest Results
CURRENT ASSETS TO CURRENT DEBT - TIMES					4.39	2.84	1.19
NET PROFIT ON TANGIBLE NET WORTH - PERCENT					21.02	13.84	2.86
NET PROFIT ON NET WORKING CAPITAL - PERCENT					15.55	13.05	4.25
NET SALES TO TANGIBLE NET WORTH - TIMES					24.03	9.99	4.35
NET SALES TO NET WORKING CAPITAL - TIMES					14.82	4.89	4.71
AVERAGE COLLECTION PERIOD - DAYS					30.73	44.38	45.59
NET SALES TO AVERAGE INVENTORY - TIMES					6.73	5.88	4.55
FIXED ASSETS TO TANGIBLE NET WORTH - PERCENT					11.04	18.83	66.15
CURRENT DEBT TO TANGIBLE NET WORTH - PERCENT					18.88	149.41	325.86
TOTAL DEBT TO TANGIBLE NET WORTH - PERCENT					18.88	328.43	669.14
INVENTORY TO NET WORKING CAPITAL - PERCENT					77.51	79.54	404.49
CURRENT DEBT TO INVENTORY - PERCENT					26.69	37.79	119.56
LONG TERM DEBT TO NET WORKING CAPITAL - PERCENT					3.81		101.91
OPERATING PROFIT TO TOTAL ASSETS - PERCENT					12.33	9.50	.73
RETURN ON TOTAL ASSETS - PERCENT					10.61	7.39	.63
RETURN ON INVESTMENT - PERCENT					20.21	13.28	2.86
OPERATING PROFIT ON INVESTMENT - PERCENT					32.60	15.43	3.31
GROSS PROFIT ON DIRECT SHIPMENTS - PERCENT						7.93	
GROSS PROFIT ON WAREHOUSE SHIPMENTS - PERCENT					25.99	23.73	21.85
INVENTORY TURNOVER - TIMES					5.26	4.35	3.47
NUMBER OF DAYS SALES IN AVERAGE INVENTORY - DAYS					69.44	83.82	105.12
DAYS SALES IN RECEIVABLES (INCLUDES NOTES) - DAYS					30.73	44.38	49.67
ASSET TURNOVER - TIMES					3.34	2.67	2.20
INCREASE OR DECREASE IN INVENTORIES					16,328	44,014	258,907
NET SALES PER EMPLOYEE					97,384		69,489
GROSS PROFIT PER EMPLOYEE					25,206		16,489
NET SALES PER OUTSIDE SALESMAN						632,999	
GROSS PROFIT PER OUTSIDE SALESMAN						163,844	
PRODUCTIVITY RATIO - PERCENT					48.46	56.83	59.08

$2,500,000 to $4,000,000			$4,000,000 to $6,000,000			Over $6,000,000		
Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
3.21	2.19	1.82	6.68	4.37	1.37	2.46	2.26	1.79
16.06	10.88	9.65	21.99	18.29	5.34	13.89	3.11	7.97-
13.84	11.75	10.32	30.39	17.70	7.12	18.78	3.87	8.61-
9.04	5.48	5.24	12.24	7.40	2.65	8.95	4.39	4.33
7.79	5.86	5.66	16.92	9.85	3.09	9.66	5.85	5.47
44.78	49.64	54.38	34.49	52.09	60.63	43.02	44.58	64.44
6.84	6.01	5.84	15.26		8.99	8.21		6.23
3.19	11.14	56.63	5.88	23.23	52.85	7.23	30.80	32.34
21.74	70.10	96.37	14.57	155.46	187.80	41.33	43.17	86.09
42.27	115.59	126.07	16.56	162.65	212.99	69.56	75.19	86.09
60.09	91.28	112.78	110.89		128.18	92.69		107.60
39.08	73.65	82.15	161.47		234.08	54.22		100.33
16.56	22.17	59.88	2.33	9.58	34.83	35.67		42.16
8.83	8.01	6.60	27.31	9.25	5.31-	13.91	3.47	2.67
6.61	6.15	4.07	14.21	6.82	1.95	7.33	1.61	3.66-
16.04	10.66	9.42	21.23	18.06	5.34	13.28	2.96	7.97-
23.05	18.55	10.65	34.71	11.66	16.53-	25.21	6.41	5.82
13.08	8.26	6.08					99.54	
26.81	25.24	21.07			9.81	19.98		4.72-
5.01	4.61	4.49	13.76		.34-	8.60		4.99
72.88	79.12	81.29			26.52	42.46		73.16
44.78	50.74	54.38	36.94	52.09	66.71	43.02	45.87	64.44
3.46	3.19	2.31	3.80	3.36	2.00	4.11	2.28	2.27
25,862-	47,050	82,283		180,881		20,339		6,047,557
176,414	175,975	120,388	172,015	153,652	112,926		133,650	
38,193	32,585	28,442	43,052	32,923	16,872		28,546	
1,805,834	1,055,851	705,658	2,408,219	1,190,806	621,098		839,201	
426,641	229,158	130,343	266,926	255,153	141,459		179,246	
53.64	56.42	63.22	47.76	51.85	53.63	41.15	54.21	59.19

AMERICAN SUPPLY ASSOCIATION
FINANCIAL AND PRODUCTIVITY RATIOS
LIFO REPORTING COMPANIES

AREA
SOUTH ATLANTIC

	Your Company	Less Than $1,000,000 Sales			$1,000,000 to $2,500,000		
		Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
CURRENT ASSETS TO CURRENT DEBT - TIMES							
NET PROFIT ON TANGIBLE NET WORTH - PERCENT							
NET PROFIT ON NET WORKING CAPITAL - PERCENT							
NET SALES TO TANGIBLE NET WORTH - TIMES							
NET SALES TO NET WORKING CAPITAL - TIMES							
AVERAGE COLLECTION PERIOD - DAYS							
NET SALES TO AVERAGE INVENTORY - TIMES							
FIXED ASSETS TO TANGIBLE NET WORTH - PERCENT							
CURRENT DEBT TO TANGIBLE NET WORTH - PERCENT							
TOTAL DEBT TO TANGIBLE NET WORTH - PERCENT							
INVENTORY TO NET WORKING CAPITAL - PERCENT							
CURRENT DEBT TO INVENTORY - PERCENT							
LONG TERM DEBT TO NET WORKING CAPITAL - PERCENT							
OPERATING PROFIT TO TOTAL ASSETS - PERCENT							
RETURN ON TOTAL ASSETS - PERCENT							
RETURN ON INVESTMENT - PERCENT							
OPERATING PROFIT ON INVESTMENT - PERCENT							
GROSS PROFIT ON DIRECT SHIPMENTS - PERCENT							
GROSS PROFIT ON WAREHOUSE SHIPMENTS - PERCENT							
INVENTORY TURNOVER - TIMES							
NUMBER OF DAYS SALES IN AVERAGE INVENTORY - DAYS							
DAYS SALES IN RECEIVABLES (INCLUDES NOTES) - DAYS							
ASSET TURNOVER - TIMES							
INCREASE OR DECREASE IN INVENTORIES							
NET SALES PER EMPLOYEE							
GROSS PROFIT PER EMPLOYEE							
NET SALES PER OUTSIDE SALESMAN							
GROSS PROFIT PER OUTSIDE SALESMAN							
PRODUCTIVITY RATIO - PERCENT							

$2,500,000 to $4,000,000			$4,000,000 to $6,000,000			Over $6,000,000		
Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
	4.37			2.96		4.96	2.23	1.44
	10.39			17.30		27.50	11.45	.07
	12.17			25.21		23.76	16.83	.06
	2.76			3.61		13.13	4.80	3.19
	3.24			5.26		11.34	5.61	2.80
	54.16			45.39		37.75	51.23	65.02
	4.38			4.00		5.57		5.20
	7.27			19.43		17.11	25.22	51.13
	17.26			28.08		18.38	59.93	141.90
	17.26			41.04		53.57	78.45	189.61
	76.64			80.62		78.65		138.71
	26.39			50.77		65.10		88.38
				18.89		30.88	41.22	54.07
	12.57			2.91		19.37	10.75	2.34
	8.23			10.90		8.26	3.92	.04
	10.31			15.64		27.50	9.81	.07
	15.73			4.17		65.07	24.33	3.84
	9.71			9.99		11.82		10.88
	24.14			30.86		24.04		19.99
	3.32			2.76		4.21		4.16
	109.98			132.09		86.20		87.78
	54.16			45.39		38.00	51.23	65.02
	2.19			2.27		3.91	2.45	1.94
	103,281			54,037		213,033		2,665,866
	131,037			150,023		220,876	138,957	101,345
	30,677			33,334		43,291	30,131	24,000
	873,580			810,126		2,121,274	622,986	413,383
	204,519			180,004		410,639	140,978	102,772
	48.73			59.70		40.34	48.04	52.41

AMERICAN SUPPLY ASSOCIATION
FINANCIAL AND PRODUCTIVITY RATIOS
FIFO REPORTING COMPANIES

AREA EAST NORTH CENTRAL	Your Company	Less Than $1,000,000 Sales Highest Results	 Median Results	 Lowest Results	$1,000,000 to $2,500,000 Highest Results	 Median Results	 Lowest Results
CURRENT ASSETS TO CURRENT DEBT - TIMES					7.15	2.29	1.25
NET PROFIT ON TANGIBLE NET WORTH - PERCENT					20.35	11.78	.70
NET PROFIT ON NET WORKING CAPITAL - PERCENT					20.99	10.63	.54
NET SALES TO TANGIBLE NET WORTH - TIMES					8.23	4.74	2.85
NET SALES TO NET WORKING CAPITAL - TIMES					12.97	4.89	3.41
AVERAGE COLLECTION PERIOD - DAYS					27.80	41.64	45.69
NET SALES TO AVERAGE INVENTORY - TIMES					9.46	4.28	3.43
FIXED ASSETS TO TANGIBLE NET WORTH - PERCENT					3.03	18.19	41.33
CURRENT DEBT TO TANGIBLE NET WORTH - PERCENT					14.52	64.14	243.42
TOTAL DEBT TO TANGIBLE NET WORTH - PERCENT					14.52	97.38	260.74
INVENTORY TO NET WORKING CAPITAL - PERCENT					68.29	117.84	379.62
CURRENT DEBT TO INVENTORY - PERCENT					42.40	72.95	101.06
LONG TERM DEBT TO NET WORKING CAPITAL - PERCENT					12.55	28.84	37.29
OPERATING PROFIT TO TOTAL ASSETS - PERCENT					17.81	7.37	3.72
RETURN ON TOTAL ASSETS - PERCENT					17.44	5.84	.33
RETURN ON INVESTMENT - PERCENT					20.17	11.74	.70
OPERATING PROFIT ON INVESTMENT - PERCENT					23.23	18.86	7.88
GROSS PROFIT ON DIRECT SHIPMENTS - PERCENT					3.96		423.03-
GROSS PROFIT ON WAREHOUSE SHIPMENTS - PERCENT						31.33	23.81
INVENTORY TURNOVER - TIMES					7.21	3.05	.41
NUMBER OF DAYS SALES IN AVERAGE INVENTORY - DAYS					50.62	140.54	880.15
DAYS SALES IN RECEIVABLES (INCLUDES NOTES) - DAYS					27.80	41.83	45.69
ASSET TURNOVER - TIMES					4.06	2.44	2.08
INCREASE OR DECREASE IN INVENTORIES					27,176-	44,437	125,492
NET SALES PER EMPLOYEE					159,570	152,954	93,282
GROSS PROFIT PER EMPLOYEE					43,782	37,102	30,963
NET SALES PER OUTSIDE SALESMAN					2,233,983	831,197	590,791
GROSS PROFIT PER OUTSIDE SALESMAN					532,472	197,880	184,418
PRODUCTIVITY RATIO - PERCENT					46.04	54.90	60.32

$2,500,000 to $4,000,000			$4,000,000 to $6,000,000			over $6,000,000		
Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
3.67	2.18	1.54	14.74	3.42	2.37	4.43	3.71	1.36
42.92	15.37	1.10-	13.01	5.31	2.18	21.96	11.73	8.12
22.67	14.13	1.13-	18.36	5.93	3.79	26.34	15.40	8.33
33.28	6.50	3.00	5.26	3.23	2.64	18.46	4.81	3.18
11.22	6.12	3.55	5.95	4.59	3.13	13.11	5.99	3.81
22.11	41.86	60.24	22.95	37.66	58.19	29.43	40.58	50.08
13.88	5.54	1.62	9.27	6.45	4.81	10.02	7.38	5.50
2.69	16.73	100.76	3.68	13.68	41.88	10.25	24.19	116.24
29.47	67.76	477.68	4.26	12.53	53.66	9.03	28.54	361.27
29.47	96.42	782.18	4.26	12.84	55.48	9.03	35.98	521.42
64.44	100.50	180.72	56.66	66.38	99.01	44.52	70.33	236.97
35.98	60.60	214.65	8.89	32.74	61.69	24.34	41.97	108.23
5.41	18.31	100.25	.54		25.87	1.12	10.04	113.70
16.38	9.31	4.47	15.63	6.97	.22	33.30	14.01	8.86
9.72	5.45	.54-	9.58	3.31	1.79	17.67	7.69	1.79
27.62	12.61	1.07-	12.69	5.31	2.13	21.96	11.72	7.88
35.87	20.52	7.45	20.70	11.16	.26	35.36	19.74	12.09
	7.74	4.76	12.47		8.27	14.17	12.85	12.82
35.43	24.51	63.60-	41.12	25.55	22.29	30.27	25.14	20.25
11.07	4.85	2.66	5.57	5.01	3.45	7.50	5.62	4.26
32.97	87.77	137.36	65.58	72.81	105.68	48.84	64.93	85.63
22.11	41.86	60.24	22.95	37.66	58.19	29.43	42.39	60.87
3.88	2.81	2.13	3.29	2.42	2.17	3.31	2.92	2.56
85,500-	58,525	206,598	134,560-	22,949	266,961	43,851	75,461	149,917
339,530	159,267	102,596	134,526	124,557	106,112	299,581	134,738	101,966
83,206	40,824	26,335	55,318	27,759	23,805	87,418	32,770	25,451
1,867,419	998,251	466,292	1,076,215	621,513	361,532	2,371,393	946,834	748,545
483,271	229,013	121,431	442,547	158,817	75,384	512,022	198,351	159,053
45.52	57.30	71.45	52.25	56.14	63.09	43.09	54.39	63.33

AMERICAN SUPPLY ASSOCIATION
FINANCIAL AND PRODUCTIVITY RATIOS
LIFO REPORTING COMPANIES

AREA EAST NORTH CENTRAL	Your Company	Less Than $1,000,000 Sales Highest Results	 Median Results	 Lowest Results	$1,000,000 to $2,500,000 Highest Results	 Median Results	 Lowest Results
CURRENT ASSETS TO CURRENT DEBT - TIMES					4.62	2.85	1.61
NET PROFIT ON TANGIBLE NET WORTH - PERCENT					32.96	12.58	6.01
NET PROFIT ON NET WORKING CAPITAL - PERCENT					30.33	15.12	7.26
NET SALES TO TANGIBLE NET WORTH - TIMES					9.98	5.25	2.54
NET SALES TO NET WORKING CAPITAL - TIMES					9.19	6.23	3.41
AVERAGE COLLECTION PERIOD - DAYS					24.68	47.33	68.10
NET SALES TO AVERAGE INVENTORY - TIMES					10.21	5.51	4.46
FIXED ASSETS TO TANGIBLE NET WORTH - PERCENT					11.44	13.57	46.66
CURRENT DEBT TO TANGIBLE NET WORTH - PERCENT					18.73	35.71	174.36
TOTAL DEBT TO TANGIBLE NET WORTH - PERCENT					18.73	49.82	206.38
INVENTORY TO NET WORKING CAPITAL - PERCENT					62.89	81.85	138.79
CURRENT DEBT TO INVENTORY - PERCENT					42.52	59.59	96.38
LONG TERM DEBT TO NET WORKING CAPITAL - PERCENT					11.02	25.57	46.84
OPERATING PROFIT TO TOTAL ASSETS - PERCENT					12.75	7.98	1.05
RETURN ON TOTAL ASSETS - PERCENT					9.78	5.56	4.49
RETURN ON INVESTMENT - PERCENT					26.32	11.42	5.73
OPERATING PROFIT ON INVESTMENT - PERCENT					28.59	12.17	1.47
GROSS PROFIT ON DIRECT SHIPMENTS - PERCENT					21.61	11.74	4.44
GROSS PROFIT ON WAREHOUSE SHIPMENTS - PERCENT					29.23	26.04	22.19
INVENTORY TURNOVER - TIMES					7.90	4.29	3.16
NUMBER OF DAYS SALES IN AVERAGE INVENTORY - DAYS					46.19	85.11	115.58
DAYS SALES IN RECEIVABLES (INCLUDES NOTES) - DAYS					24.68	47.33	68.10
ASSET TURNOVER - TIMES					3.30	2.96	1.66
INCREASE OR DECREASE IN INVENTORIES					75,871	25,050	12,460
NET SALES PER EMPLOYEE					134,635	115,815	78,294
GROSS PROFIT PER EMPLOYEE					30,706	26,406	22,882
NET SALES PER OUTSIDE SALESMAN					1,144,405	579,077	375,811
GROSS PROFIT PER OUTSIDE SALESMAN					253,195	132,034	102,873
PRODUCTIVITY RATIO - PERCENT					46.66	55.52	70.06

$2,500,000 to $4,000,000			$4,000,000 to $6,000,000			Over $6,000,000		
Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
3.81	2.34	1.96	2.10		1.80	4.02	2.09	1.21
13.46	2.25	11.39-	12.63		8.65	19.08	12.02	18.80-
13.02	2.60	9.01-	20.47		8.32	22.08	14.42	20.43-
6.97	6.57	4.22	8.85		6.13	23.92	5.55	2.78
7.59	5.51	4.08	9.93		8.52	18.58	6.42	4.60
40.54	44.71	48.70	39.50		39.91	28.34	43.66	84.01
6.56		4.60	11.14		6.69	9.75	6.11	3.67
21.35	22.62	70.87	4.98		19.62	6.91	19.39	103.76
29.01	81.29	81.45	36.26		114.71	14.85	77.05	409.80
107.66	108.95	140.42	39.85		123.59	14.85	79.66	446.19
105.49		110.70	71.17		122.00	48.19	102.39	285.11
60.94		84.98	82.60		90.49	26.88	83.86	229.84
31.76	46.76	76.09	5.82		8.55	2.48	20.82	104.99
7.27	1.99	.66-	13.25		3.76	18.76	8.30	.26
5.97	1.02	4.49-	7.85		3.59	11.91	4.47	5.65-
12.22	2.17	11.39-	12.49		8.52	18.91	11.34	17.96-
14.88	4.23	1.68-	21.10		13.66	44.63	21.62	.82
	16.31		14.03		6.20	17.36	11.72	
25.06		22.41	27.40		25.30		23.77	16.10
4.92		3.57	8.32		4.86	7.22	4.65	2.60
74.25		102.27	43.85		75.13	50.57	78.55	140.31
40.54	44.71	48.70	39.50		39.91	28.34	45.16	84.01
2.97	2.75	1.87	3.81		3.68	3.84	3.15	1.89
63,271		47,914-	10,900		36,984	134,589	79,061	61[illegible]
140,222	113,606	71,781	240,374		139,396	205,609	160,909	114,318
32,304	24,922	17,988	49,843		37,268	64,836	32,937	24,053
883,399	568,032	281,605	1,842,868		637,242	1,413,568	1,050,927	577,158
203,519	124,613	70,568	382,136		170,371	414,955	226,790	114,429
53.69		64.08	48.88		53.63	41.92	56.27	61.83

AMERICAN SUPPLY ASSOCIATION
FINANCIAL AND PRODUCTIVITY RATIOS
FIFO REPORTING COMPANIES

AREA
EAST SOUTH CENTRAL

	Your Company	Less Than $1,000,000 Sales			$1,000,000 to $2,500,000		
		Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
CURRENT ASSETS TO CURRENT DEBT - TIMES							
NET PROFIT ON TANGIBLE NET WORTH - PERCENT							
NET PROFIT ON NET WORKING CAPITAL - PERCENT							
NET SALES TO TANGIBLE NET WORTH - TIMES							
NET SALES TO NET WORKING CAPITAL - TIMES							
AVERAGE COLLECTION PERIOD - DAYS							
NET SALES TO AVERAGE INVENTORY - TIMES							
FIXED ASSETS TO TANGIBLE NET WORTH - PERCENT							
CURRENT DEBT TO TANGIBLE NET WORTH - PERCENT							
TOTAL DEBT TO TANGIBLE NET WORTH - PERCENT							
INVENTORY TO NET WORKING CAPITAL - PERCENT							
CURRENT DEBT TO INVENTORY - PERCENT							
LONG TERM DEBT TO NET WORKING CAPITAL - PERCENT							
OPERATING PROFIT TO TOTAL ASSETS - PERCENT							
RETURN ON TOTAL ASSETS - PERCENT							
RETURN ON INVESTMENT - PERCENT							
OPERATING PROFIT ON INVESTMENT - PERCENT							
GROSS PROFIT ON DIRECT SHIPMENTS - PERCENT							
GROSS PROFIT ON WAREHOUSE SHIPMENTS - PERCENT							
INVENTORY TURNOVER - TIMES							
NUMBER OF DAYS SALES IN AVERAGE INVENTORY - DAYS							
DAYS SALES IN RECEIVABLES (INCLUDES NOTES) - DAYS							
ASSET TURNOVER - TIMES							
INCREASE OR DECREASE IN INVENTORIES							
NET SALES PER EMPLOYEE							
GROSS PROFIT PER EMPLOYEE							
NET SALES PER OUTSIDE SALESMAN							
GROSS PROFIT PER OUTSIDE SALESMAN							
PRODUCTIVITY RATIO - PERCENT							

$2,500,000 to $4,000,000			$4,000,000 to $6,000,000			Over $6,000,000		
Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
	1.56							
	17.55							
	19.30							
	8.05							
	8.85							
	49.89							
	6.69							
	145.34							
	104.33							
	240.60							
	137.54							
	83.43							
	149 86							
	9.32							
	4.40							
	17.53							
	37.11							
	23.34							
	5.13							
	71.15							
	49.89							
	2.02							
	37,100							
	51.05							

AMERICAN SUPPLY ASSOCIATION
FINANCIAL AND PRODUCTIVITY RATIOS
LIFO REPORTING COMPANIES

AREA
EAST SOUTH CENTRAL

	Your Company	Less Than $1,000,000 Sales			$1,000,000 to $2,500,000		
		Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
CURRENT ASSETS TO CURRENT DEBT - TIMES							
NET PROFIT ON TANGIBLE NET WORTH - PERCENT							
NET PROFIT ON NET WORKING CAPITAL - PERCENT							
NET SALES TO TANGIBLE NET WORTH - TIMES							
NET SALES TO NET WORKING CAPITAL - TIMES							
AVERAGE COLLECTION PERIOD - DAYS							
NET SALES TO AVERAGE INVENTORY - TIMES							
FIXED ASSETS TO TANGIBLE NET WORTH - PERCENT							
CURRENT DEBT TO TANGIBLE NET WORTH - PERCENT							
TOTAL DEBT TO TANGIBLE NET WORTH - PERCENT							
INVENTORY TO NET WORKING CAPITAL - PERCENT							
CURRENT DEBT TO INVENTORY - PERCENT							
LONG TERM DEBT TO NET WORKING CAPITAL - PERCENT							
OPERATING PROFIT TO TOTAL ASSETS - PERCENT							
RETURN ON TOTAL ASSETS - PERCENT							
RETURN ON INVESTMENT - PERCENT							
OPERATING PROFIT ON INVESTMENT - PERCENT							
GROSS PROFIT ON DIRECT SHIPMENTS - PERCENT							
GROSS PROFIT ON WAREHOUSE SHIPMENTS - PERCENT							
INVENTORY TURNOVER - TIMES							
NUMBER OF DAYS SALES IN AVERAGE INVENTORY - DAYS							
DAYS SALES IN RECEIVABLES (INCLUDES NOTES) - DAYS							
ASSET TURNOVER - TIMES							
INCREASE OR DECREASE IN INVENTORIES							
NET SALES PER EMPLOYEE							
GROSS PROFIT PER EMPLOYEE							
NET SALES PER OUTSIDE SALESMAN							
GROSS PROFIT PER OUTSIDE SALESMAN							
PRODUCTIVITY RATIO - PERCENT							

$2,500,000 to $4,000,000			$4,000,000 to $6,000,000			Over $6,000,000		
Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
	2.81							
	8.52							
	9.43							
	4.96							
	5.49							
	42.29							
	6.67							
	46.72							
	36.71							
	76.45							
	71.76							
	56.61							
	43.97							
	11.57							
	4.44							
	8.34							
	21.72							
	6.80							
	25.81							
	4.95							
	73.80							
	42.29							
	2.59							
	10,469							
	133,863							
	30,947							
	702,783							
	162,474							
	56.97							

AMERICAN SUPPLY ASSOCIATION
FINANCIAL AND PRODUCTIVITY RATIOS
FIFO REPORTING COMPANIES

AREA WEST NORTH CENTRAL	Your Company	Less Than $1,000,000 Sales			$1,000,000 to $2,500,000		
		Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
CURRENT ASSETS TO CURRENT DEBT - TIMES		6.02		1.41	4.53	2.19	1.39
NET PROFIT ON TANGIBLE NET WORTH - PERCENT		11.25		9.96	29.86	12.06	1.25
NET PROFIT ON NET WORKING CAPITAL - PERCENT		11.89		7.73	32.60	7.60	7.45
NET SALES TO TANGIBLE NET WORTH - TIMES		3.03		1.57	7.20	5.99	3.34
NET SALES TO NET WORKING CAPITAL - TIMES		3.61		1.08	9.68	6.61	3.49
AVERAGE COLLECTION PERIOD - DAYS		51.41		159.71	29.41	43.91	68.25
NET SALES TO AVERAGE INVENTORY - TIMES					6.51	5.19	4.11
FIXED ASSETS TO TANGIBLE NET WORTH - PERCENT		3.56		16.59	4.28	17.33	111.36
CURRENT DEBT TO TANGIBLE NET WORTH - PERCENT		22.09		202.24	4.67	83.49	190.76
TOTAL DEBT TO TANGIBLE NET WORTH - PERCENT		71.16		202.57	4.67	105.59	293.29
INVENTORY TO NET WORKING CAPITAL - PERCENT					64.83	119.60	271.38
CURRENT DEBT TO INVENTORY - PERCENT					7.53	65.71	124.94
LONG TERM DEBT TO NET WORKING CAPITAL - PERCENT		.39		33.72	4.02	57.61	137.77
OPERATING PROFIT TO TOTAL ASSETS - PERCENT		7.78		.93	18.08	13.63	5.82
RETURN ON TOTAL ASSETS - PERCENT		6.14		3.20	18.71	14.27	4.96
RETURN ON INVESTMENT - PERCENT		10.70		9.32	29.86	11.78	1.25
OPERATING PROFIT ON INVESTMENT - PERCENT		13.56		2.70	27.34	14.14	7.89
GROSS PROFIT ON DIRECT SHIPMENTS - PERCENT					6.55		5.19
GROSS PROFIT ON WAREHOUSE SHIPMENTS - PERCENT					38.06	26.62	14.70
INVENTORY TURNOVER - TIMES					5.56	3.81	2.55
NUMBER OF DAYS SALES IN AVERAGE INVENTORY - DAYS					65.69	95.81	143.41
DAYS SALES IN RECEIVABLES (INCLUDES NOTES) - DAYS		51.41		159.71	31.55	43.91	68.25
ASSET TURNOVER - TIMES		.97		.86	2.89	2.55	1.82
INCREASE OR DECREASE IN INVENTORIES					9,379	31,877	190,257
NET SALES PER EMPLOYEE					181,024	130,142	63,047
GROSS PROFIT PER EMPLOYEE					45,290	34,900	23,128
NET SALES PER OUTSIDE SALESMAN					1,645,000	672,503	422,231
GROSS PROFIT PER OUTSIDE SALESMAN					412,379	230,449	110,985
PRODUCTIVITY RATIO - PERCENT		41.23		43.08	40.93	60.09	67.37

$2,500,000 to $4,000,000			$4,000,000 to $6,000,000			Over $6,000,000		
Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
3.14	2.39	1.46	5.27	3.58	1.68	3.84		2.35
21.09	15.96	.18-	10.72	10.46	7.86	19.61		16.41
22.81	16.49	.13-	15.24	11.55	8.07	19.84		17.10
10.22	7.28	6.13	7.44	4.09	3.21	5.37		4.30
8.97	7.41	6.63	7.67	4.56	4.52	5.43		4.49
35.74	45.01	72.26	30.15	35.37	41.87	26.64		41.11
27.07	6.92	4.61	7.69	5.36	5.03	4.96		4.87
7.52	17.67	24.97	9.77	12.24	34.29	4.02		8.71
27.75	140.19	154.42	19.40	20.81	137.01	23.59		41.69
27.75	154.77	207.93	24.60	24.88	144.20	23.59		49.96
28.54	117.75	217.14	46.00	93.08	150.18	95.01		108.65
86.39	91.89	251.95	29.62	49.93	93.64	25.87		38.81
.45	12.41	49.15	4.19	7.38	7.80			
26.64	10.56	.54-	15.79	14.47	8.12	21.18		20.47
14.63	8.00	.05-	8.23	8.07	3.10	12.01		10.70
20.90	15.96	.16-	10.70	10.24	7.70	19.28		15.97
38.06	23.12	1.72-	20.94	20.15	18.02	38.16		27.20
	20.01							
28.16	25.40	21.88	27.41	25.39	24.01	27.34		22.74
21.15	5.16	3.31	5.74	3.89	3.82	3.76		3.61
17.26	70.73	110.16	63.60	93.77	95.54	97.07		101.19
35.74	45.01	77.82	30.15	35.37	44.24	26.64		41.34
4.25	3.65	2.60	3.22	2.94	2.42	3.15		2.93
30,000	77,786	220,437	295,569	22,762-	194,715	81,729		243,656
125,084	117,702	97,487	147,155	145,537	139,140			
34,617	25,758	24,759	38,144	36,958	35,328			
1,353,578	545,929	479,489	1,309,835	695,704	588,622			
296,222	138,651	132,698	332,625	190,724	141,312			
50.94	59.29	65.25	52.69	54.27	61.04	45.19		53.12

AMERICAN SUPPLY ASSOCIATION
FINANCIAL AND PRODUCTIVITY RATIOS
LIFO REPORTING COMPANIES

AREA WEST NORTH CENTRAL	Your Company	Less Than $1,000,000 Sales Highest Results	 Median Results	 Lowest Results	$1,000,000 to $2,500,000 Highest Results	 Median Results	 Lowest Results
CURRENT ASSETS TO CURRENT DEBT - TIMES			15.33				
NET PROFIT ON TANGIBLE NET WORTH - PERCENT			8.07				
NET PROFIT ON NET WORKING CAPITAL - PERCENT			8.62				
NET SALES TO TNAGIBLE NET WORTH - TIMES			2.03				
NET SALES TO NET WORKING CAPITAL - TIMES			2.17				
AVERAGE COLLECTION PERIOD - DAYS			31.09				
NET SALES TO AVERAGE INVENTORY - TIMES			4.87				
FIXED ASSETS TO TANGIBLE NET WORTH - PERCENT			8.20				
CURRENT DEBT TO TANGIBLE NET WORTH - PERCENT			4.40				
TOTAL DEBT TO TANGIBLE NET WORTH - PERCENT			6.14				
INVENTORY TO NET WORKING CAPITAL - PERCENT			42.73				
CURRENT DEBT TO INVENTORY - PERCENT			11.01				
LONG TERM DEBT TO NET WORKING CAPITAL - PERCENT			1.85				
OPERATING PROFIT TO TOTAL ASSETS - PERCENT			7.48				
RETURN ON TOTAL ASSETS - PERCENT			6.75				
RETURN ON INVESTMENT - PERCENT			7.25				
OPERATING PROFIT ON INVESTMENT - PERCENT			8.04				
GROSS PROFIT ON DIRECT SHIPMENTS - PERCENT							
GROSS PROFIT ON WAREHOUSE SHIPMENTS - PERCENT			29.27				
INVENTORY TURNOVER - TIMES			3.45				
NUMBER OF DAYS SALES IN AVERAGE INVENTORY - DAYS			105.91				
DAYS SALES IN RECEIVABLES (INCLUDES NOTES) - DAYS			33.94				
ASSET TURNOVER - TIMES			1.70				
INCREASE OR DECREASE IN INVENTORIES			14,795-				
NET SALES PER EMPLOYEE			81,845				
GROSS PROFIT PER EMPLOYEE			23,953				
NET SALES PER OUTSIDE SALESMAN							
GROSS PROFIT PER OUTSIDE SALESMAN							
PRODUCTIVITY RATIO - PERCENT			61.00				

$2,500,000 to $4,000,000			$4,000,000 to $6,000,000			Over $6,000,000		
Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
3.19	2.54	2.26				3.64	1.98	1.50
24.51	12.95	8.84				19.49	8.27	4.79
25.15	17.41	7.73				21.42	10.64	4.99
7.36	5.08	2.40				11.17	6.24	2.47
6.89	4.12	3.68				12.28	6.93	2.54
34.69	49.03	56.47				33.43	45.27	74.42
14.77	3.95	3.70				8.49	6.32	4.43
4.69	10.29	43.73				8.89	19.87	48.96
22.88	46.39	73.46				27.73	50.03	149.24
22.88	48.52	134.91				41.73	80.89	164.92
48.25	91.41	111.77				49.68	83.01	194.60
32.92	49.98	98.68				39.03	68.04	138.53
2.18	41.24	53.72				7.06	22.02	51.80
20.62	10.36	6.75				17.38	7.95	4.07
13.43	7.12	3.60				8.23	5.28	1.53
23.79	11.96	8.76				19.34	7.66	4.77
36.53	21.70	14.27				36.81	12.69	9.53
25.60	16.98	5.00				26.16	18.47	10.20
28.96	25.57	23.40				27.67	23.75	7.34
11.32	2.95	2.63				6.47	4.72	3.34
32.26	123.57	138.90				56.38	78.42	109.26
34.69	51.24	57.69				35.86	47.26	74.42
3.68	2.59	1.65				3.95	3.05	1.28
133,822	23,458	89,988				1,843,918	244,291	486,000
241,649	126,099	113,841				188,990	157,104	110,002
55,720	32,967	29,463				41,391	37,877	27,284
966,598	887,152	605,275				1,952,901	1,041,086	700,343
226,896	222,882	144,925				391,400	257,431	160,488
47.57	52.36	54.59				46.71	54.09	66.83

AMERICAN SUPPLY ASSOCIATION
FINANCIAL AND PRODUCTIVITY RATIOS
FIFO REPORTING COMPANIES

AREA WEST SOUTH CENTRAL	Your Company	Less Than $1,000,000 Sales Highest Results	 Median Results	 Lowest Results	$1,000,000 to $2,500,000 Highest Results	 Median Results	 Lowest Results
CURRENT ASSETS TO CURRENT DEBT - TIMES					8.48	3.41	2.10
NET PROFIT ON TANGIBLE NET WORTH - PERCENT					19.68	19.30	3.77
NET PROFIT ON NET WORKING CAPITAL - PERCENT					31.46	20.52	4.10
NET SALES TO TANGIBLE NET WORTH - TIMES					7.85	5.56	2.54
NET SALES TO NET WORKING CAPITAL - TIMES					9.62	5.32	2.76
AVERAGE COLLECTION PERIOD - DAYS					31.09	40.57	48.93
NET SALES TO AVERAGE INVENTORY - TIMES					9.14	6.37	3.92
FIXED ASSETS TO TANGIBLE NET WORTH - PERCENT					7.92	16.64	15.35
CURRENT DEBT TO TANGIBLE NET WORTH - PERCENT					9.87	62.67	77.88
TOTAL DEBT TO TANGIBLE NET WORTH - PERCENT					9.87	68.39	117.41
INVENTORY TO NET WORKING CAPITAL - PERCENT					53.27	70.54	119.77
CURRENT DEBT TO INVENTORY - PERCENT					18.10	52.31	65.56
LONG TERM DEBT TO NET WORKING CAPITAL - PERCENT					2.59	8.26	39.64
OPERATING PROFIT TO TOTAL ASSETS - PERCENT					29.73	15.06	2.11
RETURN ON TOTAL ASSETS - PERCENT					17.82	12.75	2.99
RETURN ON INVESTMENT - PERCENT					19.45	19.25	3.57
OPERATING PROFIT ON INVESTMENT - PERCENT					25.40	21.73	2.51
GROSS PROFIT ON DIRECT SHIPMENTS - PERCENT							
GROSS PROFIT ON WAREHOUSE SHIPMENTS - PERCENT					32.24	22.71	18.80
INVENTORY TURNOVER - TIMES					6.19	5.17	3.03
NUMBER OF DAYS SALES IN AVERAGE INVENTORY - DAYS					58.92	70.54	120.34
DAYS SALES IN RECEIVABLES (INCLUDES NOTES) - DAYS					31.09	40.57	50.10
ASSET TURNOVER - TIMES					4.50	3.06	2.01
INCREASE OR DECREASE IN INVENTORIES					66,009	33,746	115,576
NET SALES PER EMPLOYEE					221,248	135,572	100,305
GROSS PROFIT PER EMPLOYEE					46,923	30,783	25,399
NET SALES PER OUTSIDE SALESMAN					1,805,491	1,491,301	718,828
GROSS PROFIT PER OUTSIDE SALESMAN					563,081	338,618	159,232
PRODUCTIVITY RATIO - PERCENT					44.99	52.08	67.16

$2,500,000 to $4,000,000			$4,000,000 to $6,000,000			Over $6,000,000		
Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
						2.07	1.85	1.49
						20.76	14.21	6.79
						25.43	13.97	7.38
						11.09	9.86	7.62
						12.05	9.29	7.49
						37.20	38.87	57.59
						7.57	7.04	4.85
						2.13	30.71	50.37
						80.90	90.41	174.04
						113.41	146.94	174.04
						112.49	113.22	113.45
						70.69	75.21	166.70
						31.97		53.25
						29.00	7.55	4.44
						13.27	5.96	2.34
						20.87	12.77	6.61
						30.59	16.17	12.53
						12.01	8.00	7.18
						22.57	21.56	15.38
						5.86	5.52	4.11
						62.29	88.12	88.88
						37.20	39.25	57.59
						3.83	3.50	3.19
						48,511	117,253	256,424
						249,818	178,670	133,120
						37,124	31,628	26,125
						1,375,576	1,320,471	1,026,811
						269,965	243,368	145,646
						17.21	50.60	61.66

AMERICAN SUPPLY ASSOCIATION
FINANCIAL AND PRODUCTIVITY RATIOS
LIFO REPORTING COMPANIES

AREA
WEST SOUTH CENTRAL

	Your Company	Less Than $1,000,000 Sales			$1,000,000 to $2,500,000		
		Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
CURRENT ASSETS TO CURRENT DEBT - TIMES							
NET PROFIT ON TANGIBLE NET WORTH - PERCENT							
NET PROFIT ON NET WORKING CAPITAL - PERCENT							
NET SALES TO TANGIBLE NET WORTH - TIMES							
NET SALES TO NET WORKING CAPITAL - TIMES							
AVERAGE COLLECTION PERIOD - DAYS							
NET SALES TO AVERAGE INVENTORY - TIMES							
FIXED ASSETS TO TANGIBLE NET WORTH - PERCENT							
CURRENT DEBT TO TANGIBLE NET WORTH - PERCENT							
TOTAL DEBT TO TANGIBLE NET WORTH - PERCENT							
INVENTORY TO NET WORKING CAPITAL - PERCENT							
CURRENT DEBT TO INVENTORY - PERCENT							
LONG TERM DEBT TO NET WORKING CAPITAL - PERCENT							
OPERATING PROFIT TO TOTAL ASSETS - PERCENT							
RETURN ON TOTAL ASSETS - PERCENT							
RETURN ON INVESTMENT - PERCENT							
OPERATING PROFIT ON INVESTMENT - PERCENT							
GROSS PROFIT ON DIRECT SHIPMENTS - PERCENT							
GROSS PROFIT ON WAREHOUSE SHIPMENTS - PERCENT							
INVENTORY TURNOVER - TIMES							
NUMBER OF DAYS SALES IN AVERAGE INVENTORY - DAYS							
DAYS SALES IN RECEIVABLES (INCLUDES NOTES) - DAYS							
ASSET TURNOVER - TIMES							
INCREASE OR DECREASE IN INVENTORIES							
NET SALES PER EMPLOYEE							
GROSS PROFIT PER EMPLOYEE							
NET SALES PER OUTSIDE SALESMAN							
GROSS PROFIT PER OUTSIDE SALESMAN							
PRODUCTIVITY RATIO - PERCENT							

$2,500,000 to $4,000,000			$4,000,000 to $6,000,000			Over $6,000,000		
Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
						2.83	1.69	1.35
						16.90	10.79	5.42
						18.57	16.93	7.07
						15.54	6.86	4.42
						17.08	9.76	5.47
						37.59	44.22	52.15
						8.99	7.45	4.90
						3.82	20.53	31.56
						39.85	76.47	218.41
						63.43	99.84	220.21
						82.72	96.69	173.79
						53.67	132.64	144.34
						1.97	11.56	39.19
						15.73	6.20	3.57
						8.32	4.74	2.28
						16.61	9.22	5.32
						28.02	12.91	8.32
						12.61	8.78	5.00
						26.33	20.84	19.07
						7.28	5.83	3.61
						50.16	62.63	101.05
						37.92	44.22	53.76
						4.28	3.42	2.44
						15,551	78,621	220,036
						183,151	151,636	86,275
						34,240	27,582	20,321
						1,705,911	1,070,731	934,500
						310,299	223,535	170,881
						49.58	53.60	57.43

AMERICAN SUPPLY ASSOCIATION
FINANCIAL AND PRODUCTIVITY RATIOS
FIFO REPORTING COMPANIES

AREA
MOUNTAIN

	Your Company	Less Than $1,000,000 Sales			$1,000,000 to $2,500,000		
		Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
CURRENT ASSETS TO CURRENT DEBT - TIMES							
NET PROFIT ON TANGIBLE NET WORTH - PERCENT							
NET PROFIT ON NET WORKING CAPITAL - PERCENT							
NET SALES TO TANGIBLE NET WORTH - TIMES							
NET SALES TO NET WORKING CAPITAL - TIMES							
AVERAGE COLLECTION PERIOD - DAYS							
NET SALES TO AVERAGE INVENTORY - TIMES							
FIXED ASSETS TO TANGIBLE NET WORTH - PERCENT							
CURRENT DEBT TO TANGIBLE NET WORTH - PERCENT							
TOTAL DEBT TO TANGIBLE NET WORTH - PERCENT							
INVENTORY TO NET WORKING CAPITAL - PERCENT							
CURRENT DEBT TO INVENTORY - PERCENT							
LONG TERM DEBT TO NET WORKING CAPITAL - PERCENT							
OPERATING PROFIT TO TOTAL ASSETS - PERCENT							
RETURN ON TOTAL ASSETS - PERCENT							
RETURN ON INVESTMENT - PERCENT							
OPERATING PROFIT ON INVESTMENT - PERCENT							
GROSS PROFIT ON DIRECT SHIPMENTS - PERCENT							
GROSS PROFIT ON WAREHOUSE SHIPMENTS - PERCENT							
INVENTORY TURNOVER - TIMES							
NUMBER OF DAYS SALES IN AVERAGE INVENTORY - DAYS							
DAYS SALES IN RECEIVABLES (INCLUDES NOTES) - DAYS							
ASSET TURNOVER - TIMES							
INCREASE OR DECREASE IN INVENTORIES							
NET SALES PER EMPLOYEE							
GROSS PROFIT PER EMPLOYEE							
NET SALES PER OUTSIDE SALESMAN							
GROSS PROFIT PER OUTSIDE SALESMAN							
PRODUCTIVITY RATIO - PERCENT							

$2,500,000 to $4,000,000			$4,000,000 to $6,000,000			Over $6,000,000		
Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
						1.96	1.69	.95
						21.86	15.65	10.76
						26.32	14.46	
						42.75	9.98	5.24
						7.61	7.04	68.89-
						41.49	46.75	56.53
							8.38	
						30.08	37.63	389.41
						41.97	172.88	1,080.16
						55.63	243.70	1,341.86
							959.53-	
							181.43	
						2.01	18.36	53.98
						22.51	17.37	14.80
						20.71	9.36	5.63
						21.94	10.76	7.88
						34.88	28.31	12.09
							19.77	
							6.73	
							54.27	
						42.19	47.69	56.53
						2.74	2.72	2.71
							370,646	
						309,072	170,795	164,444
						61,104	37,777	30,587
						7,400,000		1,579,855
						1,700,000		282,932
						30.10	41.16	41.35

AMERICAN SUPPLY ASSOCIATION
FINANCIAL AND PRODUCTIVITY RATIOS
LIFO REPORTING COMPANIES

AREA MOUNTAIN	Your Company	Less Than $1,000,000 Sales			$1,000,000 to $2,500,000		
		Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
CURRENT ASSETS TO CURRENT DEBT - TIMES							
NET PROFIT ON TANGIBLE NET WORTH - PERCENT							
NET PROFIT ON NET WORKING CAPITAL - PERCENT							
NET SALES TO TANGIBLE NET WORTH - TIMES							
NET SALES TO NET WORKING CAPITAL - TIMES							
AVERAGE COLLECTION PERIOD - DAYS							
NET SALES TO AVERAGE INVENTORY - TIMES							
FIXED ASSETS TO TANGIBLE NET WORTH - PERCENT							
CURRENT DEBT TO TANGIBLE NET WORTH - PERCENT							
TOTAL DEBT TO TANGIBLE NET WORTH - PERCENT							
INVENTORY TO NET WORKING CAPITAL - PERCENT							
CURRENT DEBT TO INVENTORY - PERCENT							
LONG TERM DEBT TO NET WORKING CAPITAL - PERCENT							
OPERATING PROFIT TO TOTAL ASSETS - PERCENT							
RETURN ON TOTAL ASSETS - PERCENT							
RETURN ON INVESTMENT - PERCENT							
OPERATING PROFIT ON INVESTMENT - PERCENT							
GROSS PROFIT ON DIRECT SHIPMENTS - PERCENT							
GROSS PROFIT ON WAREHOUSE SHIPMENTS - PERCENT							
INVENTORY TURNOVER - TIMES							
NUMBER OF DAYS SALES IN AVERAGE INVENTORY - DAYS							
DAYS SALES IN RECEIVABLES (INCLUDES NOTES) - DAYS							
ASSET TURNOVER - TIMES							
INCREASE OR DECREASE IN INVENTORIES							
NET SALES PER EMPLOYEE							
GROSS PROFIT PER EMPLOYEE							
NET SALES PER OUTSIDE SALESMAN							
GROSS PROFIT PER OUTSIDE SALESMAN							
PRODUCTIVITY RATIO - PERCENT							

$2,500,000 to $4,000,000			$4,000,000 to $6,000,000			Over $6,000,000		
Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
						3.49	2.14	1.35
						21.93	16.86	8.64
						22.56	13.57	5.04
						15.54	11.09	6.73
						13.15	12.50	4.97
						39.07	46.38	46.94
						9.98	7.56	4.26
						10.74	19.99	23.68
						47.61	154.71	198.35
						80.37	194.92	202.71
						77.17	109.70	211.34
						35.99	111.24	113.50
						5.17	32.36	59.19
						16.93	7.43	5.37
						10.88	4.05	2.79
						21.52	10.45	8.33
						33.48	25.79	13.85
						8.93		5.00
							23.53	22.33
						7.75	4.65	.19-
							78.56	110.64
						39.13	46.38	47.53
						3.73	3.34	3.11
						56,784-	72,313	211,427
						269,491	156,624	142,622
						51,761	34,041	26,918
						1,293,558	1,229,723	773,910
						289,356	248,457	137,769
						45.64	49.94	54.36

AMERICAN SUPPLY ASSOCIATION
FINANCIAL AND PRODUCTIVITY RATIOS
FIFO REPORTING COMPANIES

AREA PACIFIC	Your Company	Less Than $1,000,000 Sales Highest Results	 Median Results	 Lowest Results	$1,000,000 to $2,500,000 Highest Results	 Median Results	 Lowest Results
CURRENT ASSETS TO CURRENT DEBT - TIMES					3.84	2.58	1.57
NET PROFIT ON TANGIBLE NET WORTH - PERCENT					22.44	14.73	40.42-
NET PROFIT ON NET WORKING CAPITAL - PERCENT					34.32	16.18	9.88-
NET SALES TO TANGIBLE NET WORTH - TIMES					59.71	6.16	2.69
NET SALES TO NET WORKING CAPITAL - TIMES					13.50	6.24	2.96
AVERAGE COLLECTION PERIOD - DAYS					31.97	46.40	127.87
NET SALES TO AVERAGE INVENTORY - TIMES					7.61	6.03	4.12
FIXED ASSETS TO TANGIBLE NET WORTH - PERCENT					4.16	29.01	682.37
CURRENT DEBT TO TANGIBLE NET WORTH - PERCENT					36.81	62.57	741.47
TOTAL DEBT TO TANGIBLE NET WORTH - PERCENT					36.81	103.84	1,766.24
INVENTORY TO NET WORKING CAPITAL - PERCENT					33.35	86.24	138.58
CURRENT DEBT TO INVENTORY - PERCENT					33.99	81.54	121.29
LONG TERM DEBT TO NET WORKING CAPITAL - PERCENT					6.13	27.71	231.64
OPERATING PROFIT TO TOTAL ASSETS - PERCENT					17.59	10.24	5.37-
RETURN ON TOTAL ASSETS - PERCENT					14.01	5.91	7.10-
RETURN ON INVESTMENT - PERCENT					22.44	13.12	27.69-
OPERATING PROFIT ON INVESTMENT - PERCENT					33.65	24.60	11.46-
GROSS PROFIT ON DIRECT SHIPMENTS - PERCENT					28.70	9.71	9.00
GROSS PROFIT ON WAREHOUSE SHIPMENTS - PERCENT					29.72	28.00	13.84
INVENTORY TURNOVER - TIMES					5.58	4.77	2.93
NUMBER OF DAYS SALES IN AVERAGE INVENTORY - DAYS					65.41	76.46	124.58
DAYS SALES IN RECEIVABLES (INCLUDES NOTES) - DAYS					31.97	48.98	127.87
ASSET TURNOVER - TIMES					3.07	2.83	1.83
INCREASE OR DECREASE IN INVENTORIES					14,593-	1,908	66,603
NET SALES PER EMPLOYEE					234,015	154,859	90,465
GROSS PROFIT PER EMPLOYEE					54,974	39,657	25,667
NET SALES PER OUTSIDE SALESMAN					2,320,804	1,479,354	768,958
GROSS PROFIT PER OUTSIDE SALESMAN					618,225	384,821	222,362
PRODUCTIVITY RATIO - PERCENT					25.11	50.91	68.30

$2,500,000 to $4,000,000			$4,000,000 to $6,000,000			Over $6,000,000		
Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
1.77		1.59				2.87	2.34	1.53
13.89		1.10				21.69	11.73	6.85
20.82		1.18				28.67	21.81	5.94
10.30		5.31				64.35	31.95	4.08
15.44		5.72				8.96	7.82	3.43
33.46		60.70				26.24	46.83	49.07
						9.41	5.01	3.80
4.49		27.32				12.29	51.98	173.62
96.86		106.87				42.19	318.01	1,202.29
97.42		106.87				45.65	696.33	1,993.30
						90.21	120.41	166.32
						38.71	81.88	100.76
						33.78	88.74	110.26
9.20		3.85				20.06	17.13	3.13
6.49		.50				12.03	8.03	3.05
13.79		1.10				21.69	11.21	6.85
19.57		8.55				36.56	19.74	7.03
							25.42	
						34.24	19.55	3.79
						7.57	4.59	2.50
						48.23	79.73	145.89
33.46		60.70				26.24	47.18	49.12
4.81		2.39				4.32	3.69	1.86
						79,516	724,000	1,447,240
202,411		192,993				216,713	174,629	150,507
55,067		48,240				51,540	41,594	31,555
1,286,622		1,146,999				4,113,871	1,363,888	857,272
321,600		312,051				1,408,775	301,003	154,909
47.98		60.63				25.65	41.25	60.04

AMERICAN SUPPLY ASSOCIATION
FINANCIAL AND PRODUCTIVITY RATIOS
LIFO REPORTING COMPANIES

AREA PACIFIC	Your Company	Less Than $1,000,000 Sales Highest Results	 Median Results	 Lowest Results	$1,000,000 to $2,500,000 Highest Results	 Median Results	 Lowest Results
CURRENT ASSETS TO CURRENT DEBT - TIMES						2.02	
NET PROFIT ON TANGIBLE NET WORTH - PERCENT						20.52-	
NET PROFIT ON NET WORKING CAPITAL - PERCENT						22.66-	
NET SALES TO TANGIBLE NET WORTH - TIMES						5.89	
NET SALES TO NET WORKING CAPITAL - TIMES						6.50	
AVERAGE COLLECTION PERIOD - DAYS						58.73	
NET SALES TO AVERAGE INVENTORY - TIMES						5.54	
FIXED ASSETS TO TANGIBLE NET WORTH - PERCENT						13.38	
CURRENT DEBT TO TANGIBLE NET WORTH - PERCENT						84.63	
TOTAL DEBT TO TANGIBLE NET WORTH - PERCENT						88.59	
INVENTORY TO NET WORKING CAPITAL - PERCENT						85.22	
CURRENT DEBT TO INVENTORY - PERCENT						109.63	
LONG TERM DEBT TO NET WORKING CAPITAL - PERCENT						4.37	
OPERATING PROFIT TO TOTAL ASSETS - PERCENT						9.10-	
RETURN ON TOTAL ASSETS - PERCENT						10.11-	
RETURN ON INVESTMENT - PERCENT						18.60-	
OPERATING PHOFIT ON INVESTMENT - PERCENT						16.75-	
GROSS PROFIT ON DIRECT SHIPMENTS - PERCENT							
GROSS PROFIT ON WAREHOUSE SHIPMENTS - PERCENT						18.73	
INVENTORY TURNOVER - TIMES						4.50	
NUMBER OF DAYS SALES IN AVERAGE INVENTORY - DAYS						81.10	
DAYS SALES IN RECEIVABLES (INCLUDES NOTES) - DAYS						58.73	
ASSET TURNOVER - TIMES						2.90	
INCREASE OR DECREASE IN INVENTORIES						231,951	
NET SALES PER EMPLOYEE						237,748	
GROSS PROFIT PER EMPLOYEE						45,265	
NET SALES PER OUTSIDE SALESMAN						475,497	
GROSS PROFIT PER OUTSIDE SALESMAN						90,530	
PRODUCTIVITY RATIO - PERCENT						66.18	

$2,500,000 to $4,000,000			$4,000,000 to $6,000,000			Over $6,000,000		
Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
5.71		3.06					1.21	
9.62		3.22					9.68	
10.34		3.85					11.97	
4.56		2.84					13.12	
4.90		3.39					16.22	
43.91		47.44					51.66	
5.79		4.59					5.62	
3.39		8.17					59.23	
17.53		42.76					364.75	
17.53		43.98					406.16	
56.26		81.59					349.34	
37.25		56.33					129.01	
							51.17	
16.71		1.18					6.91	
6.52		2.65					1.80	
9.50		3.10					9.01	
24.36		1.38					34.54	
10.24		10.00						
23.57		21.51					34.19	
4.43		3.60					3.70	
82.42		101.37					98.66	
44.96		47.44					51.66	
3.09		2.33					2.44	
92,276-		61,130					7,936,437	
178,128		155,755					178,140	
40,056		30,305					30,685	
979,705		747,628					1,160,849	
220,311		145,465					199,959	
50.82		70.24					49.86	

AMERICAN SUPPLY ASSOCIATION
FINANCIAL AND PRODUCTIVITY RATIOS
FIFO REPORTING COMPANIES

AREA METROPOLITAN	Your Company	Less Than $1,000,000 Sales			$1,000,000 to $2,500,000		
		Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
CURRENT ASSETS TO CURRENT DEBT - TIMES					2.10		1.80
NET PROFIT ON TANGIBLE NET WORTH - PERCENT					45.18		25.68
NET PROFIT ON NET WORKING CAPITAL - PERCENT					50.35		31.46
NET SALES TO TANGIBLE NET WORTH - TIMES					7.85		5.93
NET SALES TO NET WORKING CAPITAL - TIMES					9.62		6.61
AVERAGE COLLECTION PERIOD - DAYS					36.17		68.25
NET SALES TO AVERAGE INVENTORY - TIMES							
FIXED ASSETS TO TANGIBLE NET WORTH - PERCENT					12.94		18.35
CURRENT DEBT TO TANGIBLE NET WORTH - PERCENT					77.88		101.98
TOTAL DEBT TO TANGIBLE NET WORTH - PERCENT					77.88		105.59
INVENTORY TO NET WORKING CAPITAL - PERCENT							
CURRENT DEBT TO INVENTORY - PERCENT							
LONG TERM DEBT TO NET WORKING CAPITAL - PERCENT							
OPERATING PROFIT TO TOTAL ASSETS - PERCENT							
RETURN ON TOTAL ASSETS - PERCENT					18.71		14.73
RETURN ON INVESTMENT - PERCENT					36.08		25.65
OPERATING PROFIT ON INVESTMENT - PERCENT							
GROSS PROFIT ON DIRECT SHIPMENTS - PERCENT							
GROSS PROFIT ON WAREHOUSE SHIPMENTS - PERCENT							
INVENTORY TURNOVER - TIMES							
NUMBER OF DAYS SALES IN AVERAGE INVENTORY - DAYS							
DAYS SALES IN RECEIVABLES (INCLUDES NOTES) - DAYS					36.17		68.25
ASSET TURNOVER - TIMES					4.50		2.46
INCREASE OR DECREASE IN INVENTORIES							
NET SALES PER EMPLOYEE					221,248		164,500
GROSS PROFIT PER EMPLOYEE					45,495		41,237
NET SALES PER OUTSIDE SALESMAN					1,645,000		774,370
GROSS PROFIT PER OUTSIDE SALESMAN					412,379		159,232
PRODUCTIVITY RATIO - PERCENT					44.47		52.08

$2,500,000 to $4,000,000			$4,000,000 to $6,000,000			Over $6,000,000		
Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
3.10	2.84	1.63	14.74	3.13	1.68	1.79	1.49	.95
42.92	15.96	5.27	13.01	7.86	3.50	18.50	6.79	7.97-
14.72	14.13	6.42	18.36	10.53	4.13	7.38	8.61-	529.25-
33.28	7.28	3.00	7.44	3.81	2.65	42.75	11.09	8.95
10.96	6.72	3.65	7.63	5.80	3.13	12.05	9.66	68.85-
43.40	60.24	72.26	22.95	47.97	58.19	41.49	44.58	57.59
27.07	9.89	3.97	9.27	5.94	4.81	8.38	8.21	4.85
5.97	13.51	100.76	3.68	13.68	22.88	3.13	7.23	389.41
29.47	77.95	477.68	4.26	30.56	137.01	86.09	174.04	1,080.16
29.47	91.41	782.18	4.26	36.06	144.20	86.09	174.04	1,341.86
28.54	88.84	99.67	56.86	89.13	150.18	959.53-	92.69	113.45
35.98	214.65	251.95	8.89	52.18	91.64	100.33	166.70	181.43
5.41	12.41	100.25	7.38		8.38		421.77-	
14.31	10.56	5.38	15.63	8.12	6.63	22.51	4.44	2.67
8.00	5.45	3.74	9.58	4.53	3.10	20.71	2.34	3.66-
22.63	15.96	5.18	12.69	7.70	3.39	12.70	6.81	7.97-
73.65	21.06	7.45	20.70	20.15	7.03	21.60	12.53	5.82
9.36		5.00	12.47		7.97	99.54		7.18
35.43	28.79	21.88	41.12	28.20	24.01	19.77	19.38	4.72-
21.15	7.63	2.71	5.46	4.26	3.45	8.60	6.73	4.11
17.26	129.14	134.86	66.85	95.54	105.68	42.46	54.27	88.88
46.61	60.24	77.82	22.95	47.97	58.19	42.19	45.87	57.59
3.65	3.41	2.13	2.94	2.30	2.38	4.11	3.83	2.72
85,500-	108,453	126,841	71,809-	62,541	266,961	48,511-	20,339	370,648
248,717	141,629	117,702	155,879	147,155	129,996	309,072		249,818
46,832	42,023	25,758	55,318	39,803	34,701	61,104		27,554
1,865,381	1,614,989	1,274,666	1,076,215	588,622	526,093		1,320,471	
483,271	367,014	296,222	442,547	156,164	134,136		14[illegible],648	
45.52	59.29	60.11	51.90	54.27	63.09	41.16	50.60	58.19

AMERICAN SUPPLY ASSOCIATION
FINANCIAL AND PRODUCTIVITY RATIOS
LIFO REPORTING COMPANIES

AREA
METROPOLITAN

	Your Company	Less Than $1,000,000 Sales			$1,000,000 to $2,500,000		
		Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
CURRENT ASSETS TO CURRENT DEBT - TIMES					3.89		2.02
NET PROFIT ON TANGIBLE NET WORTH - PERCENT					4.59		20.52-
NET PROFIT ON NET WORKING CAPITAL - PERCENT					5.58		22.66-
NET SALES TO TANGIBLE NET WORTH - TIMES					5.89		2.53
NET SALES TO NET WORKING CAPITAL - TIMES					6.50		3.07
AVERAGE COLLECTION PERIOD - DAYS					30.70		58.73
NET SALES TO AVERAGE INVENTORY - TIMES					5.54		3.68
FIXED ASSETS TO TANGIBLE NET WORTH - PERCENT					13.36		17.77
CURRENT DEBT TO TANGIBLE NET WORTH - PERCENT					13.57		84.63
TOTAL DEBT TO TANGIBLE NET WORTH - PERCENT					13.57		88.59
INVENTORY TO NET WORKING CAPITAL - PERCENT					83.61		85.22
CURRENT DEBT TO INVENTORY - PERCENT					19.74		109.63
LONG TERM DEBT TO NET WORKING CAPITAL - PERCENT							
OPERATING PROFIT TO TOTAL ASSETS - PERCENT					4.06		9.10-
RETURN ON TOTAL ASSETS - PERCENT					3.57		10.11-
RETURN ON INVESTMENT - PERCENT					4.59		18.60-
OPERATING PROFIT ON INVESTMENT - PERCENT					5.22		16.75-
GROSS PROFIT ON DIRECT SHIPMENTS - PERCENT							
GROSS PROFIT ON WAREHOUSE SHIPMENTS - PERCENT					32.82		18.73
INVENTORY TURNOVER - TIMES					4.50		2.47
NUMBER OF DAYS SALES IN AVERAGE INVENTORY - DAYS					81.10		147.64
DAYS SALES IN RECEIVABLES (INCLUDES NOTES) - DAYS					32.83		58.73
ASSET TURNOVER - TIMES					2.90		1.97
INCREASE OR DECREASE IN INVENTORIES					231,951-		1,169
NET SALES PER EMPLOYEE					237,748		113,352
GROSS PROFIT PER EMPLOYEE					49,265		37,206
NET SALES PER OUTSIDE SALESMAN					566,763		475,497
GROSS PROFIT PER OUTSIDE SALESMAN					186,033		90,530
PRODUCTIVITY RATIO - PERCENT					62.83		66.18

$2,500,000 to $4,000,000			$4,000,000 to $6,000,000			Over $6,000,000		
Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
5.71		1.07				4.02	1.91	1.35
16.40		3.22				27.50	12.76	4.07
17.41		3.85				23.76	18.09	4.37
3.82		2.84				15.54	5.82	4.40
4.06		1.39				17.08	6.79	4.94
47.44		52.58				37.75	49.98	62.32
5.05		4.59				8.99	5.87	5.21
3.39		5.53				3.82	17.29	28.93
17.53		22.88				25.09	74.14	218.41
17.53		22.88				25.09	80.89	220.21
56.26		73.77				63.00	97.28	173.79
32.92		37.25				36.48	88.38	138.13
						1.97	39.19	41.22
15.89		1.18				19.37	11.73	2.40
11.11		2.65				8.32	6.15	3.10
16.05		3.10				27.50	12.71	4.06
22.89		1.38				65.07	21.62	3.14
25.60		10.24				26.16	12.74	5.00
25.67		21.51				28.80	21.81	16.10
3.76		3.60				7.28	4.80	4.19
97.15		101.37				50.16	82.26	87.26
47.44		52.73				38.00	53.76	62.43
2.59		2.33				4.28	3.24	2.56
92,276		63,287				50,406	220,036	603,022
155,755		141,944				220,876	175,837	130,714
36,303		30,305				64,836	48,900	25,365
887,152		747,628				1,656,575	1,107,372	925,235
226,886		145,465				414,955	257,431	164,795
54.59		70.24				43.52	54.05	60.15

AMERICAN SUPPLY ASSOCIATION
FINANCIAL AND PRODUCTIVITY RATIOS
FIFO REPORTING COMPANIES

AREA NATIONAL	Your Company	Less Than $1,000,000 Sales			$1,000,000 to $2,500,000		
		Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
CURRENT ASSETS TO CURRENT DEBT - TIMES		8.13	3.63	1.27	8.48	2.29	1.17
NET PROFIT ON TANGIBLE NET WORTH - PERCENT		15.93	8.27	10.72-	29.86	12.13	40.42-
NET PROFIT ON NET WORKING CAPITAL - PERCENT		11.89	7.42	11.46-	32.60	15.03	9.88-
NET SALES TO TANGIBLE NET WORTH - TIMES		7.81	3.03	1.57	59.71	5.90	2.24
NET SALES TO NET WORKING CAPITAL - TIMES		15.29	3.23	1.08	28.59	5.60	2.76
AVERAGE COLLECTION PERIOD - DAYS		18.76	47.73	159.71	23.12	42.17	127.87
NET SALES TO AVERAGE INVENTORY - TIMES		5.73	3.55	1.12	13.20	5.26	3.18
FIXED ASSETS TO TANGIBLE NET WORTH - PERCENT		.71	16.59	84.75	2.31	18.35	682.37
CURRENT DEBT TO TANGIBLE NET WORTH - PERCENT		9.39	34.30	246.14	4.67	65.95	741.47
TOTAL DEBT TO TANGIBLE NET WORTH - PERCENT		9.39	60.42	286.53	4.67	98.32	1,766.24
INVENTORY TO NET WORKING CAPITAL - PERCENT		71.93	101.47	371.23	33.35	90.97	404.49
CURRENT DEBT TO INVENTORY - PERCENT		14.96	35.29	107.66	7.53	64.71	189.34
LONG TERM DEBT TO NET WORKING CAPITAL - PERCENT		.39	28.69	67.60	.52	34.66	231.64
OPERATING PROFIT TO TOTAL ASSETS - PERCENT		18.57	4.36	9.64-	29.73	8.70	5.37-
RETURN ON TOTAL ASSETS - PERCENT		18.57	3.20	9.24-	18.71	5.91	7.10-
RETURN ON INVESTMENT - PERCENT		15.32	7.68	10.42-	29.86	11.78	27.69-
OPERATING PROFIT ON INVESTMENT - PERCENT		41.72	7.56	10.87-	50.89	15.90	13.39-
GROSS PROFIT ON DIRECT SHIPMENTS - PERCENT				22.28	98.29	10.00	423.03-
GROSS PROFIT ON WAREHOUSE SHIPMENTS - PERCENT		43.45	28.62	6.48	90.61	25.99	6.65
INVENTORY TURNOVER - TIMES		4.82	2.71	.64	10.26	4.01	.41
NUMBER OF DAYS SALES IN AVERAGE INVENTORY - DAYS		75.72	136.24	574.26	35.59	91.02	880.15
DAYS SALES IN RECEIVABLES (INCLUDES NOTES) - DAYS		18.76	47.73	159.71	23.12	43.91	127.87
ASSET TURNOVER - TIMES		3.11	2.13	.86	4.50	2.47	1.48
INCREASE OR DECREASE IN INVENTORIES		24,863-	14,255	2,253,000	131,191	31,017	258,907
NET SALES PER EMPLOYEE		174,774	91,633	48,085	234,015	123,999	52,152
GROSS PROFIT PER EMPLOYEE		38,328	23,863	19,358	54,974	32,489	14,472
NET SALES PER OUTSIDE SALESMAN		1,279,352	449,418	208,113	2,320,804	824,235	367,794
GROSS PROFIT PER OUTSIDE SALESMAN		256,512	111,572	76,057	618,225	230,449	97,469
PRODUCTIVITY RATIO - PERCENT		30.82	53.44	70.79	25.11	53.48	72.39

$2,500,000 to $4,000,000			$4,000,000 to $6,000,000			Over $6,000,000		
Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
5.90	2.19	1.30	14.74	2.90	1.23	4.49	2.26	.95
42.92	13.38	1.10-	21.99	10.72	2.18	22.18	15.65	7.97-
29.71	14.75	1.13-	30.39	11.63	2.57	35.26	14.46	8.61-
33.28	6.50	2.47	57.80	5.26	2.64	64.35	5.61	2.87
15.44	6.63	3.30	31.35	5.80	3.09	13.11	5.99	6.89-
22.11	45.01	72.26	22.95	42.43	108.50	26.24	44.04	64.44
27.07	6.01	1.62	15.26	5.80	3.35	10.02	6.05	1.34
2.69	16.73	145.34	3.68	18.32	334.49	2.13	24.19	389.41
11.57	77.95	477.68	4.26	48.85	381.47	9.03	55.74	1,202.29
11.57	96.59	782.18	4.26	55.48	1,380.45	9.03	82.89	1,993.30
28.54	92.35	267.22	46.00	93.08	185.02	44.52	99.68	236.97
25.50	70.05	251.95	8.89	51.93	279.12	24.34	58.84	181.43
.45	18.31	149.86	.54	8.38	96.19	1.12	35.08	113.70
28.89	9.32	.54-	27.31	10.05	5.31-	31.30	14.01	1.77
16.16	6.28	.54-	14.21	7.04	.87	20.71	7.50	3.66-
29.86	13.08	1.07-	21.87	10.70	2.13	21.96	12.77	7.97-
35.87	21.06	1.72-	42.65	18.02	16.53	36.56	28.31	12.09
64.54	8.40	4.76	32.05	12.40	7.97	14.17	12.89	7.18
35.43	25.24	63.60-	31.14	25.55	9.81	34.24	21.82	4.72-
21.15	4.85	2.66	13.76	4.26	.34-	8.60	4.63	2.48
17.26	75.31	137.36	40.42	84.85	135.51	42.46	79.48	147.45
22.11	46.03	77.82	22.95	44.24	119.79	26.24	44.64	64.44
4.81	2.83	1.69	4.36	2.70	1.77	4.32	2.81	1.55
85,500	47,364	364,767	295,569-	104,132	608,283	48,511-	140,362	6,047,557
339,530	140,433	52,815	290,025	139,178	85,318	309,072	163,907	86,674
83,206	34,688	13,038	55,318	32,923	16,372	87,418	32,770	20,801
1,867,419	955,605	466,292	2,851,607	937,109	361,532	7,400,000	1,171,282	577,076
483,271	229,013	121,431	646,209	236,209	75,384	1,700,000	241,368	144,915
35.28	56.42	71.45	39.01	53.48	63.09	17.21	52.22	63.33

AMERICAN SUPPLY ASSOCIATION
FINANCIAL AND PRODUCTIVITY RATIOS
LIFO REPORTING COMPANIES

AREA NATIONAL	Your Company	Less Than $1,000,000 Sales			$1,000,000 to $2,500,000		
		Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
CURRENT ASSETS TO CURRENT DEBT - TIMES			15.33		5.19	2.85	1.61
NET PROFIT ON TANGIBLE NET WORTH - PERCENT			8.07		32.96	8.30	354.78-
NET PROFIT ON NET WORKING CAPITAL - PERCENT			8.62		30.33	7.89	22.66-
NET SALES TO TANGIBLE NET WORTH - TIMES			2.03		186.18	5.24	2.53
NET SALES TO NET WORKING CAPITAL - TIMES			2.17		9.19	5.62	3.07
AVERAGE COLLECTION PERIOD - DAYS			31.09		24.68	47.33	81.66
NET SALES TO AVERAGE INVENTORY - TIMES			4.87		10.21	5.29	2.26
FIXED ASSETS TO TANGIBLE NET WORTH - PERCENT			9.20		3.68	13.57	158.55
CURRENT DEBT TO TANGIBLE NET WORTH - PERCENT			4.40		13.57	35.71	3,695.58
TOTAL DEBT TO TANGIBLE NET WORTH - PERCENT			6.14		13.57	63.66	6,803.50
INVENTORY TO NET WORKING CAPITAL - PERCENT			42.73		52.09	83.61	165.58
CURRENT DEBT TO INVENTORY - PERCENT			11.01		19.74	59.59	109.63
LONG TERM DEBT TO NET WORKING CAPITAL - PERCENT			1.85		4.37	25.67	102.66
OPERATING PROFIT TO TOTAL ASSETS - PERCENT			7.48		13.84	4.06	9.10-
RETURN ON TOTAL ASSETS - PERCENT			6.75		9.78	5.13	10.11-
RETURN ON INVESTMENT - PERCENT			7.25		76.32	8.25	5.73
OPERATING PROFIT ON INVESTMENT - PERCENT			8.04		28.59	5.49	51.51-
GROSS PROFIT ON DIRECT SHIPMENTS - PERCENT					21.61	11.74	4.44
GROSS PROFIT ON WAREHOUSE SHIPMENTS - PERCENT			29.27		32.82	22.57	36.79-
INVENTORY TURNOVER - TIMES			3.45		7.90	3.92	2.47
NUMBER OF DAYS SALES IN AVERAGE INVENTORY - DAYS			105.91		46.19	93.21	147.64
DAYS SALES IN RECEIVABLES (INCLUDES NOTES) - DAYS			33.94		24.68	47.33	82.60
ASSET TURNOVER - TIMES			1.70		3.30	2.68	1.66
INCREASE OR DECREASE IN INVENTORIES			14,795-		231,951-	25,050-	13,460
NET SALES PER EMPLOYEE			81,845		237,748	119,046	78,284
GROSS PROFIT PER EMPLOYEE			23,953		45,265	29,767	20,211
NET SALES PER OUTSIDE SALESMAN					1,144,405	366,763	275,811
GROSS PROFIT PER OUTSIDE SALESMAN					253,195	132,034	87,582
PRODUCTIVITY RATIO - PERCENT			61.00		41.74	36.92	71.84

$2,500,000 to $4,000,000			$4,000,000 to $6,000,000			Over $6,000,000		
Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results	Highest Results	Median Results	Lowest Results
5.71	2.54	1.55	5.36	3.03	1.80	4.96	1.91	1.21
24.51	9.62	12.45-	17.10	8.65	1.58	27.50	11.35	18.80-
26.36	9.43	9.91-	25.21	9.12	1.98	37.36	13.57	20.43-
10.20	4.96	2.40	8.85	4.28	2.70	31.05	6.49	2.47
8.12	4.90	3.24	9.91	5.26	2.85	18.58	6.93	2.54
32.21	45.56	66.96	33.71	39.91	48.16	28.34	45.18	84.01
14.77	5.05	3.70	11.14	5.23	2.39	9.98	6.13	3.67
3.39	21.35	70.87	2.41	16.35	19.62	3.82	19.99	103.76
17.26	46.39	126.85	17.90	31.80	114.71	14.85	74.14	504.54
17.26	76.45	142.57	17.90	39.85	123.59	14.85	81.81	627.91
48.25	105.49	117.28	71.17	99.28	122.00	48.19	102.19	349.34
26.39	56.61	143.03	24.01	50.77	90.49	26.88	76.75	229.84
1.31	31.76	76.09	5.82	8.55	18.89	1.97	29.18	104.99
20.62	10.29	3.40-	14.70	5.90	1.15-	23.78	7.78	.26
13.43	5.67	5.02-	10.90	5.12	1.20	11.91	4.47	5.65-
23.79	9.50	11.81-	15.64	8.52	1.58	27.50	10.45	17.96-
36.53	15.73	8.01-	21.77	13.66	1.52-	65.07	19.78	.82
25.60	10.00	5.00	14.03	9.99	10.65-	26.16	11.72	10.88
29.83	25.26	21.51	31.05	30.86	25.30	27.67	23.56	7.34
11.32	3.76	2.63	8.32	3.61	1.65	7.75	4.65	.19-
32.26	101.37	138.90	43.85	132.09	220.97	50.16	78.42	140.31
32.21	46.58	68.76	33.71	39.91	51.80	28.34	45.18	84.01
4.11	2.59	1.65	3.81	2.80	2.20	4.28	3.10	1.28
133,822-	23,458	181,281	10,900	36,984	61,826	1,843,918	138,978	7,936,437
241,649	131,037	71,538	240,374	139,396	83,801	2,385,682	156,033	86,275
55,720	30,677	17,988	49,843	33,334	22,983	611,594	32,566	20,321
979,705	747,628	281,605	1,842,868	810,126	502,784	2,121,274	1,041,086	162,663
226,896	186,818	68,833	382,136	171,811	123,535	414,955	223,535	41,609
42.83	53.69	70.24	48.88	57.68	62.23	32.95	53.96	66.83

GEOGRAPHICAL AND SIZE GROUPS

The operating ratios are reported according to the zone classifications of the United States Department of Commerce.

New England	- Maine, Vermont, Massachusetts, New Hampshire, Connecticut, Rhode Island
Middle Atlantic	- New York, Pennsylvania, New Jersey
South Atlantic	- Maryland, Delaware, Virginia, North Carolina, South Carolina, Georgia, Florida, West Virginia, Bermuda, Washington, D.C.
East North Central	- Wisconsin, Michigan, Illinois, Indiana, Ohio
East South Central	- Kentucky, Tennessee, Mississippi, Alabama
West North Central	- Minnesota, Iowa, Missouri, North Dakota, South Dakota, Nebraska, Kansas
West South Central	- Oklahoma, Arkansas, Texas, Louisiana
Mountain	- Montana, Idaho, Wyoming, Colorado, Nevada, Utah, New Mexico, Arizona
Pacific	- Washington, Oregon, California, Hawaii, Alaska
Metropolitan	- Atlanta, Boston, Chicago, Dallas, Fort Worth, Denver, Detroit, Houston, Los Angeles, Minneapolis, St. Paul, New York, Philadelphia, Pittsburgh, St. Louis, San Francisco

Each of the Areas was segregated into five groups by sales volume:

Group 1	- Less than $1,000,000 annually
Group 2	- $1,000,000 to $2,500,000 annually
Group 3	- $2,500,000 to $4,000,000 annually
Group 4	- $4,000,000 to $6,000,000 annually
Group 5	- Over $6,000,000 annually